



Ordinary Meeting of Council Attachments

Monday 18 October 2021

Virtual Meeting

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COUNCILLOR BRIEFING – PUBLIC RECORD

Briefing Details:

Date: Monday 20 September 2021

Time: 6:00pm

Location: Videoconference

Attendees:

Councillors		
Cr Kylie Spears (Mayor)	Cr Suzy Stojanovic	Cr Mike Symon
Cr Tony Dib OAM, JP	Cr Tasa Damante	Cr Marijke Graham
Cr Paul Macdonald		
Council Officers:		
Steve Kozlowski	Chief Executive Officer	
Marianne Di Giallonardo	Director Corporate Services	
Phil Turner	Director Strategy & Community	
Adam Todorov	Director Operations, Assets & Leisure	
Andrew Fuau	Director Development & Amenity	
Chloe Messerle	Governance Officer	
Grant Meyer	Manager Integrated Planning	Item 2
Kirsten Jenkins	Manager Health, Local Laws & Emergency Management	4

Apologies:

Councillors:

Cr Nora Lamont (Deputy Mayor), Cr Rob Steane

Council Officers:

Nil

Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

Items Discussed:

Confidential

1	Council Meeting Agenda
2	20-Minute Neighbourhoods Croydon South Place Activation Update
3	Planning System Reform
4	2020-21 COVID-19 Impact - Full year report
5	Items of a general nature raised by Councillors

Record completed by:

Council Officer
Title

Chloe Messerle
Governance Officer



COUNCILLOR BRIEFING – PUBLIC RECORD

Briefing Details:

Date: Monday 4 October 2021

Time: 6:00pm

Location: Videoconference

Attendees:

Councillors		
Cr Kylie Spears (Mayor)	Cr Suzy Stojanovic	Cr Mike Symon
Cr Nora Lamont (Deputy Mayor)	Cr Tasa Damante	Cr Marijke Graham
Cr Rob Steane	Cr Paul Macdonald	
Council Officers:		
Steve Kozlowski	Chief Executive Officer	
Marianne Di Giallonardo	Director Corporate Services	
Phil Turner	Director Strategy & Community	
Tim Cocks	Acting Director Operations, Assets & Leisure	
Andrew Fuaux	Director Development & Amenity	
Chloe Messerle	Governance Officer	
Attendees		Item
Sherryn Dunshea	Manager Communications & Engagement	1
Steve McIntosh	Manager Assets	1 & 5
Tony Rocca	Manager Finance & Governance	2
Grant Meyer	Manager Integrated Planning	3
Jeremy Cutajar	Manager Golf and Sportsfields	4
Dale Muir	Manager Revenue, Property & Customer Service	6 & 7
Andrew Taylor	Manager Engineering & Building Services	10
Nathan Bachmann	Coordinator Engineering Projects & Drainage	10

Apologies:

Councillors:

Cr Tony Dib OAM, JP

Council Officers:

Adam Todorov

Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

Items Discussed: ## Confidential

1	Heathmont Carpark Community Engagment Update
2##	Alternative Waste Processing - Update
3	Maroondah Heritage Action Plan 2021
4	Maroondah Golf Annual State of Play Report
5	Smart City Pilot Update
6	Sale Of Land Adjacent To 3 Dunn Street Ringwood East
7	Sale Of Land - Rear 14 Bridget Court Warranwood
8	Events on Council Land Policy
9	Fireworks On Council Land Policy
10##	Tender Evaluation Report - Contract 20999 Provision of Asphalting Services
11	Councillor Delegates' Meeting Report
12	Items of a general nature raised by Councillors

Record completed by:

Council Officer	Chloe Messerle
Title	Governance Officer



EASTERN TRANSPORT COALITION MINUTES OF MEETING

Date: Thursday, 16 September 2021

Time: 6.30pm – 8.30pm

Hosted by: Manningham City Council by video conferencing

Attendees

Councillors

- Cr Stuart James, City of Monash (Chair)
- Cr Marijke Graham, Maroondah City Council
- Cr Susan Laukens, Knox City Council
- Cr Anna Chen, Manningham City Council
- Cr Tina Liu, City of Whitehorse
- Cr Jim Child, Yarra Ranges Council

Officers

- Lucas Sikiotis, City of Greater Dandenong
- Ron Crawford, Knox City Council
- Matthew Hanrahan, Knox City Council
- Winchelle Chuson, Knox City Council
- Daniele Raneri, Manningham City Council
- Michael Blowfield, Maroondah City Council
- Dale Bristow, Maroondah City Council
- Sandra Worsnop, City of Monash
- Rachael Antonacci, City of Monash
- Terry Tillotson, City of Monash
- Chris Hui, City of Whitehorse
- Karen O’Gorman, Yarra Ranges Council
- Mark Varmalis, Yarra Ranges Council
- Frank Vassilacos, Manningham City Council

Secretariat

- James McGarvey, The Agenda Group

Guests

- Dr Jonathan Spear, Deputy Chief Executive, Infrastructure Victoria
- Peter Kartsidimas, Director, Networks & Planning, Infrastructure Victoria
- James Tonkin, Suburban Rail Loop Authority

1. Welcome and apologies

Cr Liu assumed the Chair, welcomed the attendees and opened the meeting. (*Cr James assumed the Chair at 6.40pm*).

2. Conflicts of interest

No conflicts of interest were raised.

3. Ratify previous draft Minutes and actions arising

The secretariat acknowledged the draft minutes contained an incorrect date for the last meeting, which needs to be rectified.

Moved: Cr Susan Laukens

Seconded: Cr Stuart James

Carried

4. ETC Finance Report**Finance Report for 31 August 2021**

30 July 2021 :	\$50,223
<i>Expenditure:</i>	
Agenda Group (July)	7,000
31 August 2021	\$ 43,223

Moved: Cr Anna Chen

Seconded: Cr Jim Childs

Carried

5. Presentation – Infrastructure Victoria

The group was joined by Dr Jonathan Spear, Deputy Chief Executive and Peter Kartsidimas, Director, Networks & Planning from Infrastructure Victoria (IV) to discuss the recently released IV 30 Year Strategy.

Jonathan and Peter explained the background of IV as an independent advisory body, and the purpose of this latest report, which provides a set of recommendations to the State Government on key actions required over different timeframes.

IV claims that more than 90% of recommendations from its inaugural 2016 report have been acted on by the State Government in some way.

The presentation highlighted transport-related and themed recommendations including:

- Phasing out of petrol/diesel fuelled vehicles in favour of low/no emission vehicles

- More investment in active and public transport
- Meeting the needs of growing communities
- Embedding resilience
- Embracing technological developments
- Integration of land use and transport planning
- Publication of the State's transport strategy
- Reallocation and prioritisation of road space
- Need for cheaper public transport fares

Approximately \$100 billion of new spending, over thirty years, is recommended in the report. Not all recommendations require new infrastructure funding from Government. Many are aimed at achieving policy or regulatory change.

The State Government is required to issue its response to the IV report within the next 12 months.

A copy of IVs' full presentation will be provided to ETC members with the minutes.

Discussion points:

Cr James expressed the ETC's support for IV's recommendation to remove the free tram zone in Melbourne's CBD, and was supportive of road user pricing and the trackless tram option for Rowville, and development of a business case for Melbourne Metro 2.

The IV report's lack of reference to the duplication of rail lines from Mooroolbark to Lilydale and between Ferntree Gully and Upper Ferntree Gully was raised as a concern.

Jonathan and Peter explained that the report makes a broader call for upgrade to all metro rail lines, without going into full detail around all specific projects. Cr James suggested in future the report could make a reference to duplicating all single track sections within the metropolitan system.

Cr Chen sought clarification of whether the IV report takes the cost of the Suburban Rail loop into account in its stated \$100 million budget for infrastructure investment. Jonathan explained that the \$100 billion costing is for new items, over and above those projects the State Government has already committed to.

Cr Child spoke of the green wedge area in Yarra Ranges and the limited transport infrastructure available for people to access it for recreation needs and the bottlenecks that will eventuate over time if this is not addressed, particularly compared to other parts of Melbourne. Peter Kartsidimas said the report's

recommendation for upgrade of bus services in the outer parts of Melbourne should help achieve better access for these areas.

Action:

It was agreed that the ETC would seek to write to relevant MPs in all major parties, highlighting the IV recommendations that the ETC supports as priorities for implementation.

To this end, ETC members are asked to consider the IV report and identify projects for discussion and consideration at the October ETC meeting.

6. Presentation – Suburban Rail Loop Authority

James Tonkin, Executive General Manager, Strategic Communications & Engagement at the Suburban Rail Loop Authority (SRLA) joined the meeting to present the key points of the Suburban Rail Loop business and investment case which was released in August 2021.

James explained the genesis of the SRL project was Plan Melbourne and the focus on 20 minute neighbourhoods and developing activity centres away from the cbd. These will become magnets for jobs and new housing, reshaping Melbourne and how it works

Since the project's launch \$300 million in funding was made available for development of the business case and concept design.

A further \$2.2 billion has been provided for initial and early works, commencing next year.

The business and investment case shows the project is a game changer and stacks up, including:

- serving 430,000 passengers each day,
- providing a north-south route taking car trips off roads,
- reducing travel times,
- supporting 24,000 jobs during the build,
- creating jobs and service centres closer to home as a Plan Melbourne objective to creating a polycentric city, and
- taking focus and pressure off the CBD and our radial transport system.

Overall, the first stage of the project will create \$59 billion of benefits for Victoria, with a positive BCR of \$1.10 to \$1.70 for every dollar spent on the project.

SRL east, Cheltenham to Box Hill, is stage 1, expected to cost \$30-34.5 billion and to be operational by 2035.

Mr Tonkin said that with population growth pressures, despite pandemic pause, will see Melbourne with 9 million residents, the same size as London by mid-century.

He argued that not embracing a project like the SRL will contribute to urban sprawl, entrenched social disadvantage, long commuting times with massive increase in private vehicle trips, reduced productivity and declining quality of life.

Without the project, half of Melbourne's population living on the outskirts by 2050

There is already a growing demand for orbital travel, which the SRL will cater for. 70% of jobs are located across the suburbs, with 55% of job related travel in the middle ring.

Melbourne's rail system is currently a hub and spoke without a wheel. SRL provides the connection for all radial rail lines and benefits regional Victoria through creation of super hubs at Sunshine and Clayton.

There is a big focus on creating precincts within 1.6km radius of SRL stations, adding amenity and attracting businesses, anchor tenants, jobs and new housing.

The project will provide heavy rail access for Monash Uni/NEIC and the medical precinct for first time,

SRL legislation, currently before State Parliament will transition SRLA into a statutory authority, with planning powers that will provide consistent planning and certainty for precincts along the route. Mr Tonkin said there will still be an important role for Councils and local communities to achieve best outcomes, with continuing community engagement. Consultation on minor works to commence next year.

The EES process for the SRL is underway. The document will go into thousands of pages of technical detail from subject experts. It will be on public exhibition from early November through to mid-December. Discussion papers on precincts will follow.

Public hearings on EES will be held in March-April next year.

A copy of the SRLA presentation slides will be provided to ETC members with the minutes

Discussion points:

Cr Chen asked on timing for location of the Doncaster station, post development of the 1st stage of the project, to enable the Council to do its master planning. Mr Tonkin said the SRLA is conscious of Manningham's master planning process, but can't be definitive at the moment because geotechnical studies are yet to be done, but understand the need to provide Council with certainty as soon as possible. As the next station in line, Doncaster will be the first to be considered for the northern stage of the project.

Cr Chen also asked whether transport modes might be different by 2050, and does the design allow flexibility to incorporate changes? Mr Tonkin said the SRLA is looking

at integrated transport planning for each precinct and how it fits in with bus and tram systems. Rail has shown its resilience and place as a mass-transit system over time.

Cr Liu asked about legislation re management and authority of precincts at Box Hill and Burwood and its impacts on strategic planning and integrated transport planning, and its impact on redevelopments like Vicinity's at Box Hill.

Mr Tonkin explained that the project presents a massive investment in each precinct. Ongoing discussions with Councils about what SRLA, Councils and developers want to do are being held, and there is a recognition of the need to have all parties working together to get the best outcomes.

The SRLA is Holding a briefing on the legislation for Councils next week.

Frank Vassilacos asked about an SRL-mirroring bus route and service, and whether there has been any consideration or thought within Government on building a business case for patronage along that corridor.

Mr Tonkin said the concept has been put forward, externally and internally to the SRLA. He is not sure whether its currently under active consideration by Government, but is definitely on the radar. It would require DoT, rather than SRL, funding to proceed.

Ron Crawford asked whether to meet the project's land objectives there would be a role for SRL to develop housing in precincts. Mr Tonkin said that providing transport access and connectivity to the new precincts will attract developers and businesses. The project is predicated on land use planning and what development of the precincts to deliver on Plan Melbourne's 20 min neighbourhood vision, with jobs centres and services nearby. The housing development will take a shift over time, but needs to be underpinned by the public transport network

Terry Tillotson raised concerns about the EES timeline as set out, pointing out that it leaves little time for submissions, particularly running so close to the Christmas/end of year period. (Monash has three stations to respond to in that timeframe).

Mr Tonkin said that providing EES documents in digital form should make it easier for respondents. The process allows for a written submission and/or presentation in person to the Panel which doesn't meet until March/April.

Will deliver EES performance requirements setting out how project is to be delivered, and parameters around what can and can't be done.

Mr Tonkin said that he would confirm advice on when submissions are due, and after the meeting provided the following advice by email:

"Regarding the query I took on notice, I understand that at this stage EES submissions are due to be lodged by the end of the Public Exhibition period (mid-December) but DELWP will have the discretion to continue accepting submissions beyond that date."

James McGarvey asked how will proposed value capture mechanisms for the project work. Mr Tonkin said there is a chapter in the Business Case setting out options – e.g. commercial development levy, commercial carparking levy, etc., which the Department of Treasury and Finance are considering. Liability under each of the proposed measures falls on developers – not mums and dads.

The State Government is also hoping to get investment in the SRL from the Federal Government.

Cr Child expressed strong support for the SRL project, describing it as a ‘no-brainer’, benefitting not only those areas and precincts directly along the SRL route, but also benefitting the broader eastern region through the travel options that will be available via the Box Hill connection.

7. Bus Network Review Working Group

James McGarvey, ETC Secretariat advised that a copy of the ETC’s *Bus Issues and Case Study Analysis* document together with a covering letter has been sent to the Minister for Public Transport, the Hon Ben Carroll MP seeking a role for the ETC in the further development and implementation of the Government’s Victoria Bus Plan released earlier this year.

No response to the letter has been received yet, and the ETC Secretariat will continue to follow this up.

8. Items for 22/23 State Budget

Further changes to the list of suggested projects for the 22/23 State Budget have been received from Councils and will be incorporated into the list provided to Jackson Taylor MP to pass on to his colleagues representing electorates in Melbourne’s east.

9. Presentation – Manningham City Council

Daniele Ranieri, on behalf of Manningham City Council, gave the group a presentation on transport outcomes Council is pursuing from the North East Link project.

These include:

- Bulleen Park and Ride
- Doncaster Park & Ride Transit Oriented Development
- Templestowe Road and Bulleen Road
- Banksia Park Walking and Cycling Bridge, and
- Doncaster Busway

Daniele set out Manningham's advocacy approach and priorities in working with NELA and the State Government to deliver these projects.

A copy of Daniele's' presentation slides will be provided to ETC members with the minutes.

10. Other Business

Cr Chen sought clarification as to whether an SRL-mirroring bus service has been included in the ETC State Budget advocacy. The ETC Chair and Secretariat explained that the ETC budget items were focused on smaller scale public transport and roads projects. Advocacy for an SRL-aligned bus route should be picked up in the State Election focussed Commuters Count Campaign in 2022.

Dale Bristow, Maroondah City Council sought guidance as to whether officers of ETC Councils are looking at preparing responses for their respective Councils, and whether there is scope for a submission from the ETC. Submissions are due in by October 24th. Is the IV strategy fully embedded in the land use frameworks?

Given the tight timeline, the ETC Secretariat will liaise with Dale Bristow offline to consider what actions may be feasibly available for the ETC to respond.

11. Meeting close

The meeting was closed at 8.34pm.

The next meeting is to be hosted online by Yarra Ranges Council at 6.30pm on Thursday, 14th October 2021.

Action Summary

Action Items	Owner(s)	Deadline	Status
1. Councils to identify recommendations in the IV 30 year strategy for ETC endorsement for consideration at the October meeting.	All Councils	October meeting	In progress
2. Seek response from Min Carroll on ETC's <i>Bus Issues and Case Study Analysis</i> document, submitted to Government on September 8 th 2021.	ETC Secretariat		In progress



Maroondah Disability Advisory Committee – Minutes

These minutes are yet to be confirmed. They will be presented to the Committee at the next meeting.

Meeting Details:

Date: Thursday 9 September 2021 Time: 10:00am - 11:15am Location: Virtual via MS Teams

Attendees:

Councillors Cr Kylie Spears (Mayor & Chair) Cr Tony Dib OAM, JP Cr Rob Steane	
Council Officers: Fiona Burrige, Be Kind Maroondah Facilitator Phil Medley, Team Leader Council and Community Planning Noelene Greene, Senior Community Development Officer Kailah Welsh, Executive Assistant (Minute Taker)	
Agency Representative: Ellen Clacy, Interchange Outer East Michelle Egan, EACH	
Community Representative: Amelia Milroy Lawrence Seah Melanie Adams Norma Seip	
Others:	
Adam Cooper	Social, Health & Wellbeing Recovery Coordinator (Item 4.1)
Noelene Greene	Senior Community Development Officer (Item 4.2)
Sofie Lemaire	Neighbourhood Development Community Planning Officer (Item 4.2)
Zoe Ellul	Community Recovery - Be Kind Maroondah Project Officer (Item 4.3)
Samuel Wearne	Traffic and Transport Engineer (Item 4.4)

Apologies:

Councillors:	Nil
Council Officers:	Nil

Agency Representatives:	Madeline Bough - NEAMI, Cara Patterson - Vision Aust, Alison Marie - Eastland
Community Representatives:	Emily Dive, David Sawyers, Angela Fitzpatrick

Conflict of Interest Disclosure:

Councillors:	Nil
Council Officers:	Nil
Agency Representatives:	Nil
Community Representatives:	Nil

Items Discussed

1. OPENING OF MEETING

The Committee Chair, Cr Spears, provided an Acknowledgement of Country and welcomed members to the meeting.

Cr Spears introduced the committee members to Council Officers Adam Cooper, Noelene Greene, Sofie Lemaire, Zoe Ellul and Samuel Wearne who are attending to assist with items 4.1, 4.2, 4.3 and 4.4.

2. WELCOME

CONFIRMATION OF MINUTES - THURSDAY, 24 JUNE 2021

ITEM 3

Motion

That the minutes of the Disability Advisory Committee from 24 June 2021 be accepted.
Moved by Cr Rob Steane and seconded by Lawrence Seah. Carried.

4. ITEMS

COVID-19 RECOVERY - COMMUNITY CHECK-IN

ITEM 4.1

Adam Cooper introduced the item and provided a PowerPoint presentation on the three stages of the Covid19 community engagement process as attached to the minutes.

Five consultations questions were put to the committee:

1. What are the main current impacts of Covid19 for people living with a disability?
2. What are the main longer-term impacts of covid-19 for people living with a disability?
3. Over the next 12 months, what supports do you think the Maroondah community will need to help recover from the COVID19 pandemic?
4. What do you think the top long term priorities for community recovery in Maroondah should be? Why?
5. Is there anything else you would like to share or add about the impact of Covid19?

Due to time constraints Fiona BurrIDGE requested any additional answers be sent through to her via e-mail. A summary of the discussion outcomes are provided in the attached PowerPoint.

DISABILITY ACTION PLAN 2021-2025

ITEM 4.2

Noelene Greene introduced the item and Sofie Lemaire shared a PowerPoint presentation as attached to the minutes

Noelene gave an update on the development of the Draft Action Plan following consultation at the June Maroondah Disability Advisory Committee meeting and outlined the consultation process to date. The feedback received at the last meeting was placed into four key themes and shared with the group.

Four key themes:

- Social and economic inclusion
- Services and Information
- Design, Infrastructure and Transport
- Advocacy and Leadership

Noelene advised that there will be additional opportunities to provide feedback with the Draft Action Plan to be finalised in November, place on public exhibition in December and January with endorsement expected in early 2022.

R U REALLY OK? DAY

ITEM 4.3

Zoe Ellul introduced the item and provided a PowerPoint presentation as attached to the minutes.

The theme of this year's R U OK? day is R U Really OK?. Zoe shared a video outlining the steps to take to check in on people and shared useful contacts for someone who's not ok.

DDA PROGRAM

ITEM 4.4

Samuel Wearne introduced the item and provided a PowerPoint presentation on the Disability Discrimination Act (DDA) Program as attached to the minutes. The DDA Program is a 'live' program that updates when new projects are added or existing projects are modified. There are currently over 40 projects in the DDA Program.

Samuel explained the scope of the program and the elements used to determine a project's ranking such as:

- The type of treatment proposed
- The location (e.g. railway station, school, commercial area etc)
- The number of incidents at the location (confirmed via Council's Risk Management team)
- A community support score which includes external correspondence either residents or other authorities, and
- A time component that improves a score over time.

Samuel provided a summary of 2020/21 completed works as follows:

- Eastfield Shopping Centre DDA ramp and parking
- McAlpin Reserve footpath and DDA parking
- Ringwood East Senior Citizens Centre DDA ramp, parking, footpaths and wombat crossing

- Strathallyn Road and Mullum Mullum Road footpath and kerb ramps.

Along with 2021/22 proposed works:

- Murray Place Ringwood DDA parking and kerb ramp
- Waterloo Street and Cuthbert Street footpath link
- Croydon pedestrian priority links
- Croydon Main Street DDA parking design.

CLOSE OF MEETING

ITEM 4.5

Cr Spears thanked Committee members for their attendance and participation at the meeting.

The Meeting concluded at: 11:15am



Maroondah Environment Advisory Committee – Minutes

Meeting Details:

Date: Tuesday 10 August 2021 Time: 7pm - 8:30pm Location: MS Teams

Attendees:

Councillors

Cr Marijke Graham (Chair)
Cr Paul Macdonald
Cr Suzy Stojanovic

Council Officers:

Grant Meyer, Manager Integrated Planning
Dale Bristow, Team Leader Strategic Planning and Sustainability
Chloe Messerle, Governance Office (Minute Taker)

Community Representatives:

John Senior
Elspeth De Fanti
Vacancy
Liz Sanzaro
Ken Whitney

Guests:

Vincent King, Manager Operations
Tim Louis, Team Leader Parks and Open Space
John Richardson, Coordinator Assets Projects and Facilities
Monica Ashton, Tarralla Creek Project Officer

Apologies:

Councillors:

Nil

Council Officers:

Nil

Community Representatives:

Lisa Keedle, Sonia Nuttman, Howard Elston

Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

Community Representatives:

Nil

Items Discussed

1. OPENING OF MEETING (Acknowledgement of Country)

Cr Graham read the Acknowledgment of Country.

2. WELCOME

Cr Graham welcomed all the meeting.

CONFIRMATION OF MINUTES - TUESDAY, 18 MAY 2021

ITEM 3

John Senior moved the minutes and Liz Sanzaro seconded them.

4. ITEMS

WEED MANAGEMENT: GLYPHOSATE PHASE OUT PLAN

ITEM 4.1

Cr Graham introduced the item.

Vincent King provided some background in regards to the report attached to the agenda. Vincent advised that the information attached was not for public discussion at this stage. Tim advised when the information was made public, any additional more detailed research study could be send out to the committee.

Tim Louis advised of research being conducted by the MAV. Tim discussed the type of way the Council use Glyphosate and advised how and where it will be used ongoing. He spoke about other types of weed management strategies.

Tim spoke about living creatures and the ecosystem advising that Glyphosate is the best for animals and seedlings whereas oil based products were carcinogenic and would potentially cost more to implement.

When the MAV complete their research the findings will be presented to Councillors.

Liz spoke about the Conservation Society using dye. Tim spoke to its benefits and noted that some community members have concerns about the colour prompting calls to Council.

ESD IN COUNCIL ASSETS

ITEM 4.2

Cr Graham introduced the item.

John Richardson introduced himself and provided insight into his role at Council.

He provided a powerpoint presentation as attached to the agenda and spoke about the Major Projects in construction across the municipality.

These include:

- Devon Street Carpark
- Proclamation Park Pavilion

- Springfield Pavilion
- Jubilee Park Pavilion No. 1
- Tarralla Kinder & MCH
- Bensons Pavilion
- Dorset Pavilion
- McAlpine Playspace

John provided a detailed outline of where each project was currently at and how it would be progressing into the future.

UPDATE ON RE-IMAGINING TARRALLA CREEK PROJECT

ITEM 4.3

Cr Graham introduced the item.

Monica Ashton provided a powerpoint presentation as attached to the agenda. Monica spoke about:

- Stage 1 Progress in the Croydon Wetland, providing a timeframe of projected works
- Resolved RAP Boundaries - providing clarity on the Aboriginal Heritage boundaries
- Cultural Values Assessment in conjunction with Wurundjeri Tribe

Monica advised that work was continuing with the Friends of Tarralla Creek group regarding their development of a work programme.

FOR INFORMATION

ITEM 4.4

Cr Graham introduced the item.

Dale Bristow spoke to -

- Great Southern Bio Blitz
- Maroondah Business Excellence Awards with a new award category for environmental sustainability (submissions closing early September)
- Sustainability Strategy Issues and Options consultation

Dale advised of a current vacant Sustainability Planner position at Maroondah City Council, replacing Paula Haro, with a focus on Carbon Neutral. Anticipate making an appointment in the coming weeks.

Liz advised that she had been in contact with BBC regarding 'Natural World 3' focusing on the tawny frog mouth, and how ambient light affects their capability in collecting food. She asked if anyone knew of locations of tawny frog mouths. Further information about this project would be highlighted on the Croydon Conservation website.

Ken spoke to challenges experienced by some residents local to him regarding Council assistance stemming from the recent storms (ie that three weeks after the storm, there still hadn't been trees cleared). Cr Graham requested an email from Ken with more detail for her follow up.

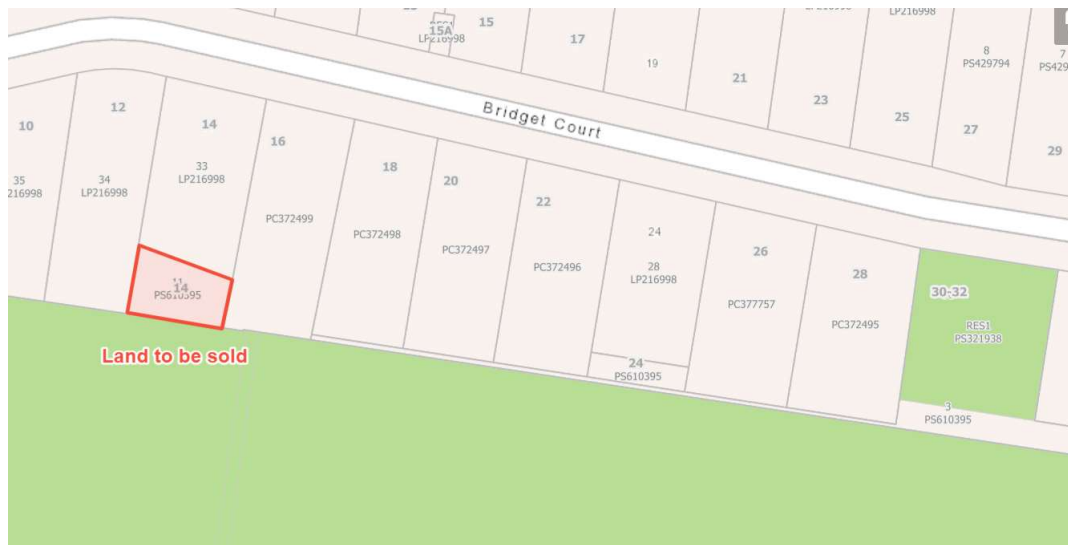
OTHER BUSINESS

ITEM 4.5

Cr Graham congratulated Elspeth as her due date drew near. Committee members wished her all the best.

The Meeting concluded at: 8:58pm

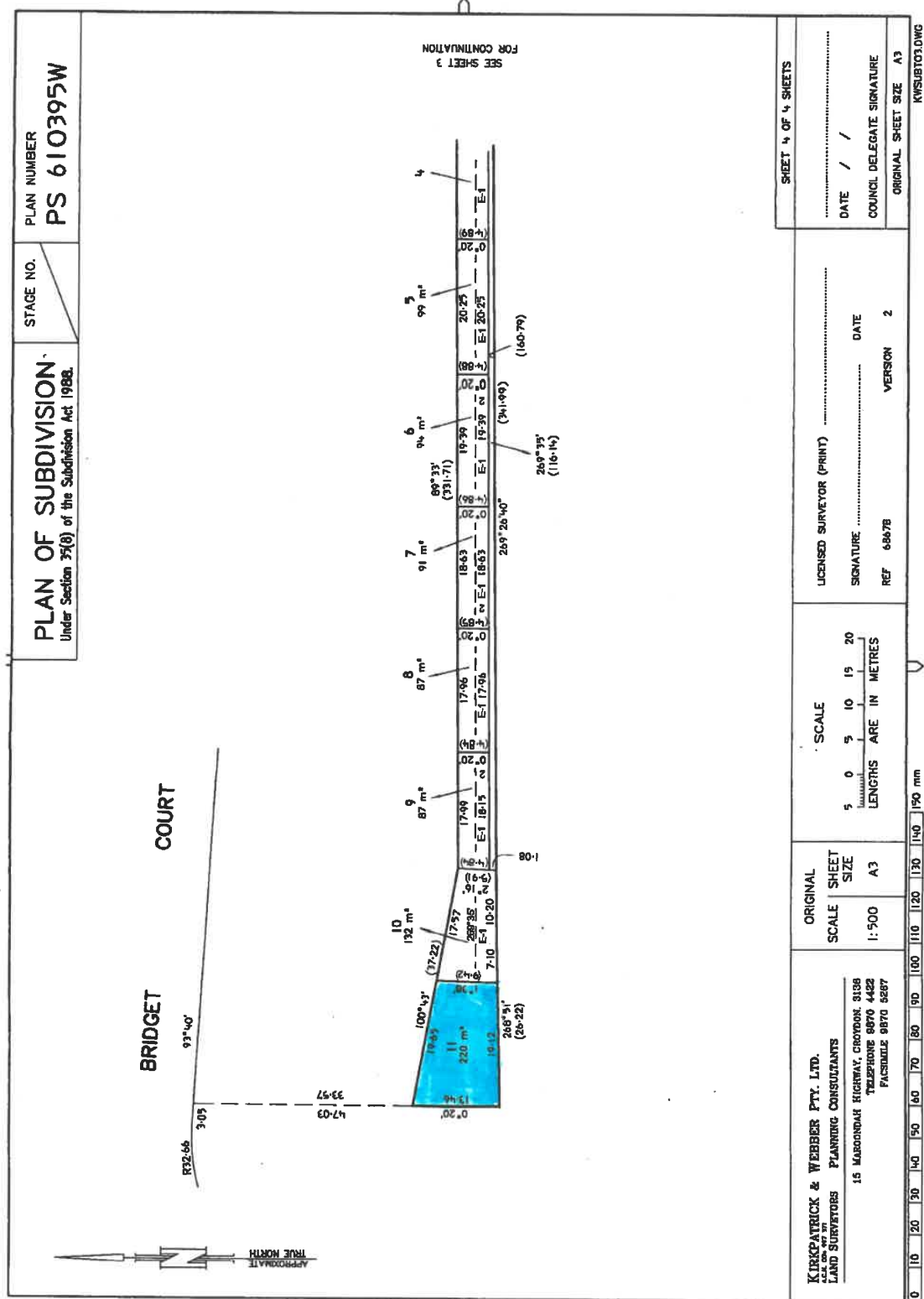
Schedule 1 - Locality Plan



Aerial view



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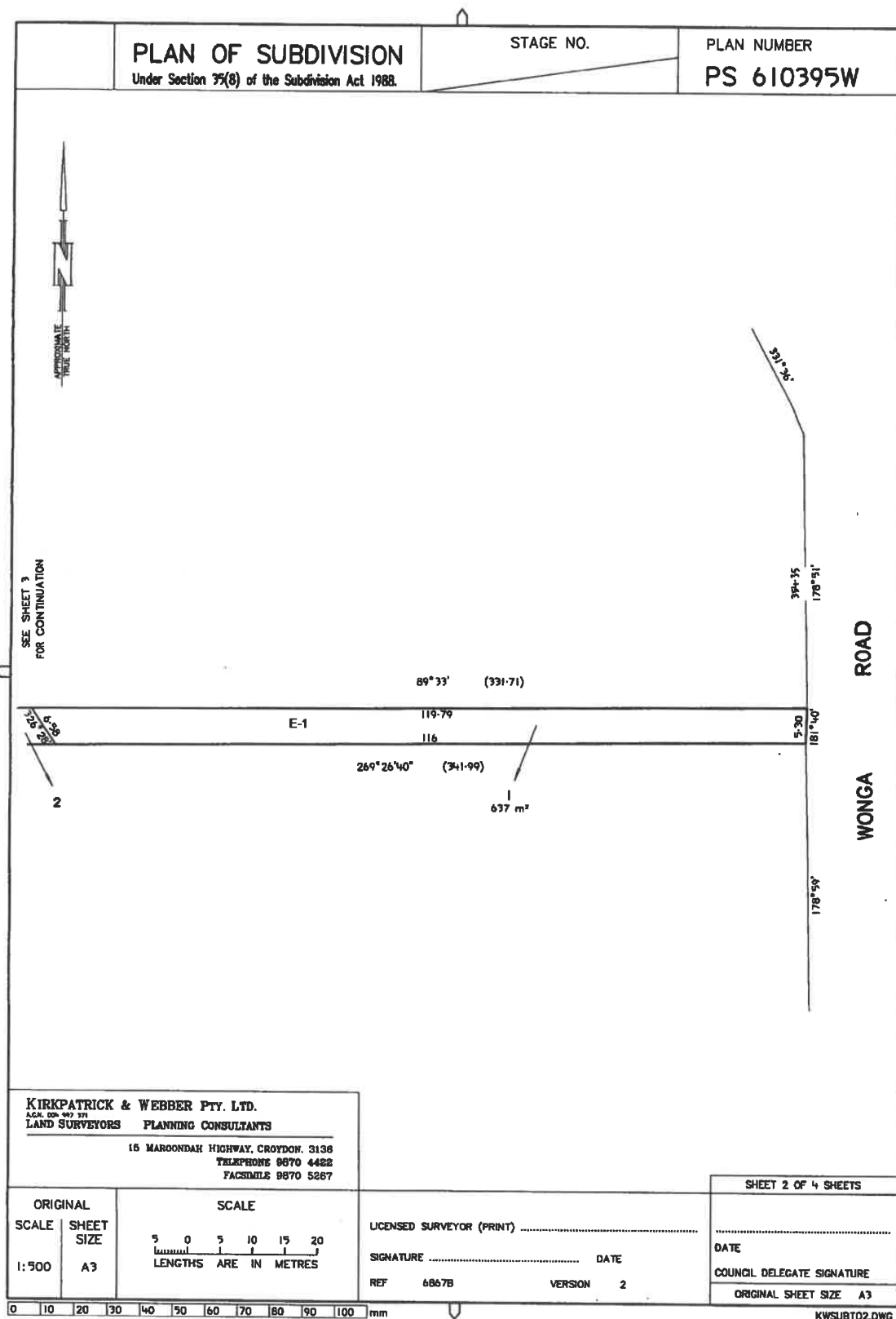
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PLAN OF SUBDIVISION Under Section 35(8) of the Subdivision Act 1988.				STAGE NO.	LR USE ONLY EDITION 2	PLAN NUMBER PS 610395W
LOCATION OF LAND PARISH: WARRANDYTE TOWNSHIP: _____ SECTION: _____ CROWN ALLOTMENT: _____ CROWN SECTION: 20 (PART) TITLE REFERENCE: VOL. 10580 FOL. 688 LAST PLAN REFERENCE: TP 20811L LOT 1 POSTAL ADDRESS: WONGA ROAD, (at time of subdivision) WARRANWOOD. 3134. AMG Co-ordinates E 345 520 (of approx. centre of land in plan) N 5816 930 ZONE: 55				COUNCIL CERTIFICATION AND ENDORSEMENT COUNCIL NAME: MAROONDAH CITY COUNCIL REF: S/2007/172 A. This is a plan under section 35 of the Subdivision Act 1988 which does not create any additional lots. B. This plan is exempt from Part 3 of the Subdivision Act 1988. C. This is a plan under section 35 of the Subdivision Act 1988 which creates (an) additional lot (a). D. It is certified under section 6 of the Subdivision Act 1988. E. It is certified under section 11(7) of the Subdivision Act 1988. F. Date of original certification under section 6 14 / 1 / 2008 G. This is a statement of compliance under section 21 of the Subdivision Act 1988. Council delegate Council seal Date 31 / 01 / 2008		
VESTING OF ROADS AND/OR RESERVES Roads and reserves vest in the council/body/person when the appropriate vesting date is recorded or transfer registered.						
IDENTIFIER		COUNCIL/BODY/PERSON		NOTATIONS		
NIL		NIL		STAGING This is not a staged subdivision Planning Permit No. M/2007/794 DEPTH LIMITATION: DOES NOT APPLY. NO LAND IS TO BE ACQUIRED ON THE BASIS OF THIS PLAN.		
SURVEY THIS PLAN IS BASED ON SURVEY THIS SURVEY HAS BEEN CONNECTED TO PERMANENT MARKS No(s) IN PROCLAIMED SURVEY AREA No.						
EASEMENT INFORMATION						LR USE ONLY
LEGEND: A - APPURTENANT EASEMENT E - ENCUMBERING EASEMENT R - ENCUMBERING EASEMENT (ROAD)						STATEMENT OF COMPLIANCE/ EXEMPTION STATEMENT
Easement Reference	Purpose	Width (Metres)	Origin	Land Benefited/In Favour Of	Received <input checked="" type="checkbox"/> Date 05 / 09 / 2008	
E-1	SEWERAGE	SEE DIAG.	AJ148174P	YARRA VALLEY WATER LTD.		
						LR USE ONLY PLAN REGISTERED TIME 9:04 DATE 12 / 9 / 08 Assistant Registrar of Titles
						SHEET 1 OF 4 SHEETS
KIRKPATRICK & WEBBER PTY. LTD. ACN 026 967 351 LAND SURVEYORS PLANNING CONSULTANTS 15 MAROONDAH HIGHWAY, CROYDON. 3136 TELEPHONE 9870 4422 FACSIMILE 9870 5267				LICENSED SURVEYOR (PRINT) ANDREW JAMES SMITH SIGNATURE _____ DATE 24/01/2008 REF 6867B VERSION 2		DATE 31/01/2008 COUNCIL DELEGATE SIGNATURE ORIGINAL SHEET SIZE A3

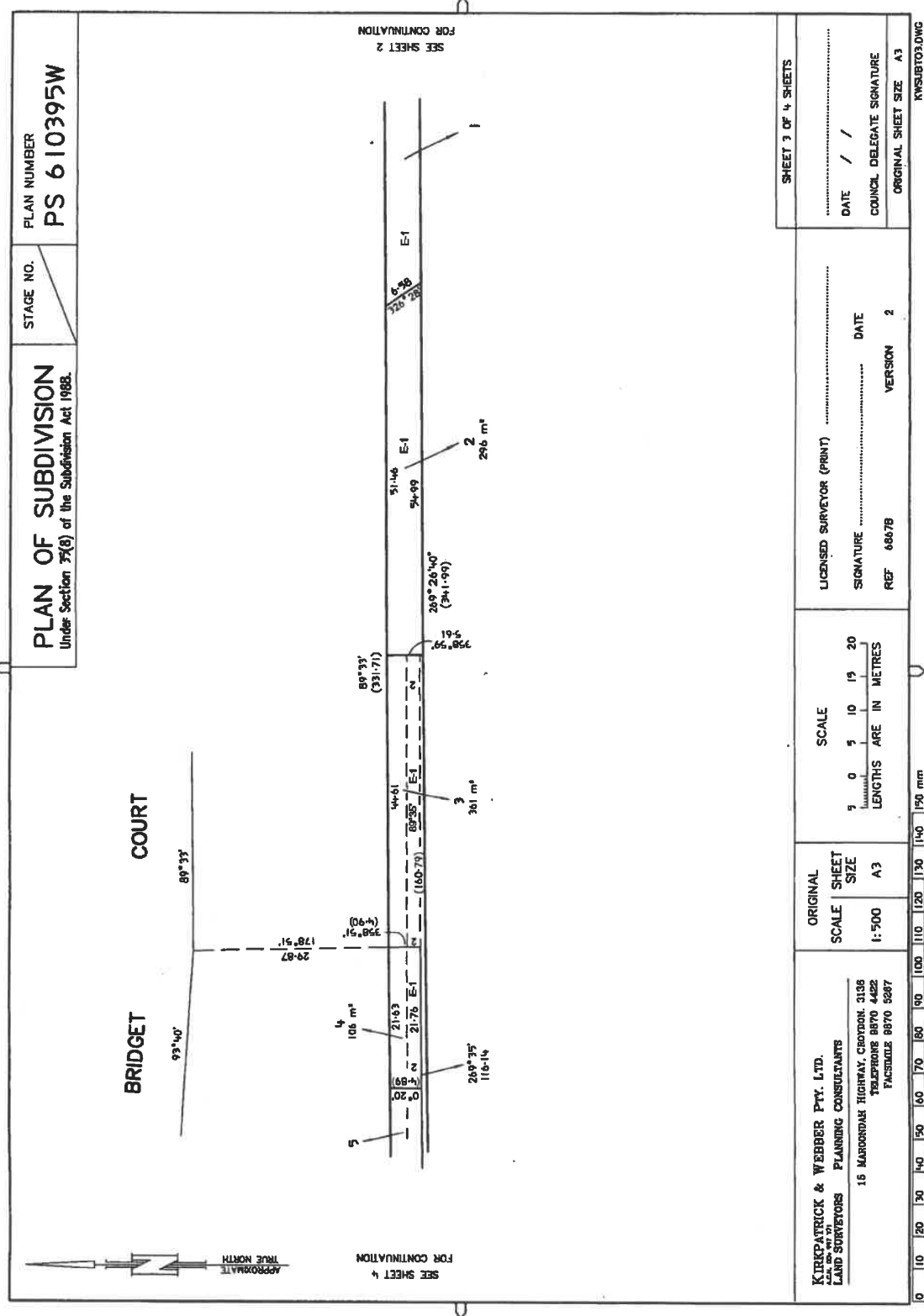
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[illegible]

Schedule 1 - Locality Plan



PLAN OF SUBDIVISION		EDITION 1	PS833031T		
<p style="text-align: center;">LOCATION OF LAND</p> <p>PARISH: RINGWOOD</p> <p>TOWNSHIP: _____</p> <p>SECTION: _____</p> <p>CROWN ALLOTMENT: 26A (PART)</p> <p>CROWN PORTION: _____</p> <p>TITLE REFERENCE: VOL. 11261 FOL. 290</p> <p>LAST PLAN REFERENCE: TP 947659U, LOT 1</p> <p>POSTAL ADDRESS: 3A DUNN STREET, (at time of subdivision) RINGWOOD EAST. 3135.</p> <p>MGA94 CO-ORDINATES: E 346 670 ZONE: 55 (of approx. centre of land in plan) N 5813 990</p>		<p>Council Name: Maroondah City Council</p> <p>Council Reference Number: S/2019/52 Planning Permit Reference: M/2019/304 SPEAR Reference Number: S139280S</p> <p>Certification</p> <p>This plan is certified under section 6 of the Subdivision Act 1988</p> <p>Statement of Compliance</p> <p>This is a statement of compliance issued under section 21 of the Subdivision Act 1988</p> <p>Public Open Space</p> <p>A requirement for public open space under section 18 of the Subdivision Act 1988 has not been made</p> <p>Digitally signed by: Linda Arranga for Maroondah City Council on 01/08/2019</p>			
VESTING OF ROADS AND/OR RESERVES		NOTATIONS			
IDENTIFIER	COUNCIL/BODY/PERSON				
NIL	NIL				
NOTATIONS					
<p>DEPTH LIMITATION: DOES NOT APPLY</p> <p>STAGING This is not a staged subdivision Planning Permit No. M/2019/304</p> <p>SURVEY THIS PLAN IS BASED ON SURVEY</p> <p>THIS SURVEY HAS BEEN CONNECTED TO PERMANENT MARKS No.(s) IN PROCLAIMED SURVEY AREA No.</p>					
EASEMENT INFORMATION					
<p>LEGEND: E – ENCUMBERING EASEMENT A – APPURTENANT EASEMENT R – ENCUMBERING EASEMENT (ROAD)</p>					
Easement Reference	Purpose	Width (Metres)	Origin	Land Benefited/In Favour Of	
E-1	AS PROVIDED FOR IN SECTION 207(c) OF THE L.G.A. 1989.	3.05	SECTION 207(c) OF THE L.G.A. 1989.	YARRA VALLEY WATER & MAROONDAH CITY COUNCIL	
E-2	DRAINAGE	2	THIS PLAN	MAROONDAH CITY COUNCIL	
<p style="text-align: center;">Millar Merrigan</p> <p>(03) 8720 9500 R (03) 5134 8611 www.millarmerrigan.com.au survey@millarmerrigan.com.au SAI CL 084L Quality ISO 9001</p> <p style="font-size: small;">Land Development Consultants Millar & Merrigan Pty Ltd ACN 005 541 668 Metro 2/126 Merrindale Drive, Croydon 3136 Regional 156 Commercial Road, Monwell 3840 Mail PO Box 247 Croydon, Victoria 3136</p>		<p>SURVEYORS REF: 22997SI 23/7/2019</p> <p>Digitally signed by: Gregory Robert O'Neill, Licensed Surveyor, Surveyor's Plan Version (2), 24/07/2019, SPEAR Ref: S139280S</p>		<p>ORIGINAL SHEET SIZE A3</p>	<p>SHEET 1 OF 2 SHEETS</p>

S5 Instrument of Delegation to Chief Executive Officer



**Instrument of Delegation
to
The Chief Executive Officer**



Instrument of Delegation

In exercise of the power conferred by s 11(1) of the *Local Government Act 2020 (the Act)* and all other powers enabling it, the Maroondah City Council (**Council**) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on 18 October 2021;
2. the delegation
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2 is subject to any conditions and limitations set out in the Schedule;
 - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 2.4 remains in force until Council resolves to vary or revoke it.

THE COMMON SEAL of MAROONDAH CITY)
COUNCIL was affixed hereto on 18 October)
2021, in accordance with resolution of Council)
made on 18 October 2021, in the presence of)

..... Councillor

..... Chief Executive Officer



SCHEDULE

The power to

1. determine any issue;
2. take any action; or
3. do any act or thing

arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

Conditions and Limitations

The delegate must not determine the issue, take the action or do the act or thing

1. if the issue, action, act or thing is an issue, action, act or thing which involves
 - 1.1 entering into a contract exceeding the value of \$500,000;
 - 1.2 making any expenditure that exceeds \$500,000 (unless it is expenditure made under a contract already entered into or is expenditure which Council is, by or under legislation, required to make in which case it must not exceed \$500,000;
 - 1.3 appointing an Acting Chief Executive Officer for a period exceeding 28 days;
 - 1.4 electing a Mayor or Deputy Mayor;
 - 1.5 granting a reasonable request for leave under s 35 of the Act;
 - 1.6 making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;
 - 1.7 approving or amending the Council Plan;
 - 1.8 adopting or amending any policy that Council is required to adopt under the Act;
 - 1.9 adopting or amending the Governance Rules;
 - 1.10 appointing the chair or the members to a delegated committee;
 - 1.11 making, amending or revoking a local law;
 - 1.12 approving the Budget or Revised Budget;
 - 1.13 approving the borrowing of money; or
 - 1.14 subject to section 181H(1)(b) of the *Local Government Act 1989*, declaring general rates, municipal charges, service rates and charges and specified rates and charges;
2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;



3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - 4.1 policy; or
 - 4.2 strategyadopted by Council;
5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of s 11(2)(a)-(n) (inclusive) of the Act or otherwise; or
6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

S6 Instrument of Delegation - Members of Staff



Instrument of Delegation

to

Members of Council Staff

(Community Health)



Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. declares that:
 - 2.1 this Instrument of Delegation is authorised by a resolution of Council passed on **18 October 2021**; and
 - 2.2 the delegation:
 - 2.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2.2 remains in force until varied or revoked;
 - 2.2.3 is subject to any conditions and limitations set out in sub-paragraph 2.3, and the Schedule; and
 - 2.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 2.3 the delegate must not determine the issue, take the action or do the act or thing:
 - 2.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
 - 2.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - (a) policy; or
 - (b) strategyadopted by Council;
 - 2.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
 - 2.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.



THE COMMON SEAL of MAROONDAH CITY)
COUNCIL was affixed hereto on 18 October)
2021, in accordance with resolution of Council)
made on 18 October 2021, in the presence of)

..... Councillor

..... Chief Executive Officer



SCHEDULE



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FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	Coordinator Community Health Team Leader Environmental Health	If s 19(1) applies
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	Coordinator Community Health Team Leader Environmental Health	If s 19(1) applies
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	Coordinator Community Health Team Leader Environmental Health	If s 19(1) applies Only in relation to temporary food premises or mobile food premises
s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, and (ii) inform the public by notice in a published newspaper or otherwise	Coordinator Community Health Team Leader Environmental Health	If s 19(1) applies
s 19(6)(a)	Duty to revoke any order under s 19 if satisfied that an order has been complied with	Coordinator Community Health Team Leader Environmental Health	If s 19(1) applies



FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19(6)(b)	Duty to give written notice of revocation under s 19(6)(a) if satisfied that an order has been complied with	Coordinator Community Health Team Leader Environmental Health	If s 19(1) applies
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c).	Coordinator Community Health Team Leader Environmental Health	Where Council is the registration authority
s 19AA(4)(c)	Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	Coordinator Community Health Team Leader Environmental Health	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution
s 19AA(7)	Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	Coordinator Community Health Team Leader Environmental Health	Where Council is the registration authority
s 19CB(4)(b)	Power to request copy of records	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority



FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19E(1)(d)	Power to request a copy of the food safety program	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 19NA(1)	Power to request food safety audit reports	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	Coordinator Community Health	



FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	Coordinator Community Health	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
---	Power to register, renew or transfer registration	Coordinator Community Health	Where Council is the registration authority Refusal to grant/renew/transfer registration must be ratified by Council or the CEO (see s 58A(2))



FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 36A	Power to accept an application for registration or notification using online portal	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 36B	Duty to pay the charge for use of online portal	Coordinator Community Health	Where Council is the registration authority
s 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	Coordinator Community Health	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority



FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority



FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 38D(3)	Power to request copies of any audit reports	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditional basis	Coordinator Community Health	Where Council is the registration authority; not exceeding the prescribed time limit defined under s 38E(5)
s 38E(4)	Duty to register the food premises when conditions are satisfied	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	Coordinator Community Health	Where Council is the registration authority



FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 38G(2)	Power to require the proprietor of the food premises to comply with any requirement of the Act	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 39A	Power to register, renew or transfer food premises despite minor defects	Coordinator Community Health	Where Council is the registration authority Only if satisfied of matters in s 39A(2)(a)-(c)
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the <i>Public Health and Wellbeing Act 2008</i>	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	Coordinator Community Health	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	Coordinator Community Health	Where Council is the registration authority



FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 40F	Power to cancel registration of food premises	Coordinator Community Health	Where Council is the registration authority
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering, transferring or renewing registration of a component of a food business	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority
s 43F(7)	Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	Coordinator Community Health	Where Council is the registration authority
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	Coordinator Community Health Team Leader Environmental Health Environmental Health Officer	Where Council is the registration authority

S6 Instrument of Delegation - Member of Staff



Instrument of Delegation

to

Members of Council Staff

(Local Laws)



Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. declares that:
 - 2.1 this Instrument of Delegation is authorised by a resolution of Council passed on **18 October 2021**; and
 - 2.2 the delegation:
 - 2.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2.2 remains in force until varied or revoked;
 - 2.2.3 is subject to any conditions and limitations set out in sub-paragraph 2.3, and the Schedule; and
 - 2.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 2.3 the delegate must not determine the issue, take the action or do the act or thing:
 - 2.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
 - 2.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - (a) policy; or
 - (b) strategyadopted by Council;
 - 2.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
 - 2.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.



THE COMMON SEAL of MAROONDAH CITY)
COUNCIL was affixed hereto on 18 October)
2021, in accordance with resolution of Council)
made on 18 October 2021, in the presence of)

..... Councillor

..... Chief Executive Officer



SCHEDULE



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DOMESTIC ANIMALS ACT 1994			
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PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
s 41A(1)	Power to declare a dog to be a menacing dog	Coordinator Local Laws Team Leader Local Laws	Council may delegate this power to a Council authorised officer

S6 Instrument of Delegation - Members of Staff



Instrument of Delegation

to

Members of Council Staff

(Planning)



Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. refers to the table of definitions in the Schedule
3. declares that:
 - 3.1 this Instrument of Delegation is authorised by a resolution of Council passed on **18 October 2021**; and
 - 3.2 the delegation:
 - 3.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 3.2.2 remains in force until varied or revoked;
 - 3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and
 - 3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 3.3 the delegate must not determine the issue, take the action or do the act or thing:
 - 3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
 - 3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - (a) policy; or
 - (b) strategyadopted by Council;
 - 3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
 - 3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.



THE COMMON SEAL of MAROONDAH CITY)
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..... Councillor

..... Chief Executive Officer



SCHEDULE



DEFINITIONS

All - means	<ul style="list-style-type: none"> • Director Development and Amenity • Director Strategy and Community • Manager Statutory Planning • Manager Integrated Planning • Coordinator Statutory Planning • Team Leader Strategic Planning & Sustainability • Team Leader Statutory Planning • Team Leader Environmental Planning • Senior Statutory Planner • Statutory Planner • Strategic Planner • Subdivision Officer • Planning Compliance Officer • Environmental Planner • Planning Administration Officer
All Planners - means	<ul style="list-style-type: none"> • Director Development and Amenity • Director Strategy and Community • Manager Statutory Planning • Manager Integrated Planning • Coordinator Statutory Planning • Team Leader Strategic Planning & Sustainability • Team Leader Statutory Planning • Team Leader Environmental Planning • Senior Statutory Planner • Statutory Planner • Strategic Planner • Subdivision Officer • Planning Compliance Officer • Environmental Planner
Senior - means	<ul style="list-style-type: none"> • Director Development and Amenity • Director Strategy and Community • Manager Statutory Planning • Manager Integrated Planning • Coordinator Statutory Planning • Team Leader Strategic Planning & Sustainability • Team Leader Statutory Planning • Team Leader Environmental Planning



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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 4B	Power to prepare an amendment to the Victorian Planning Provisions	Senior	If authorised by the Minister The delegate must not be the author of the Recommending Officer
s 4G	Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister	All	
s 4H	Duty to make amendment to Victorian Planning Provisions available in accordance with public availability requirements	All	
s 4I	Duty to keep Victorian Planning Provisions and other documents available in accordance with public availability requirements	All	
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	Senior	The delegate must not be the author or Recommending Officer
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	Senior	The delegate must not be the author or Recommending Officer
s 8A(5)	Function of receiving notice of the Minister's decision	All	
s 8A(7)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	Senior	The delegate must not be the author or Recommending Officer
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	Senior	The delegate must not be the author or the Recommending Officer



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 12(3)	Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons	Senior	The delegate must not be the author or Recommending Officer
s 12A(1)	Duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under s 19 of the <i>Planning and Environment (Planning Schemes) Act 1996</i>)	All Planners	
s 12B(1)	Duty to review planning scheme	All Planners	
s 12B(2)	Duty to review planning scheme at direction of Minister	All Planners	
s 12B(5)	Duty to report findings of review of planning scheme to Minister without delay	All Planners	
s 14	Duties of a Responsible Authority as set out in s 14(a) to (d)	All Planners	
s 17(1)	Duty of giving copy amendment to the planning scheme	All	
s 17(2)	Duty of giving copy s 173 agreement	All	
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	All	
s 18	Duty to make amendment etc. available in accordance with public availability requirements	All	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	Senior	The delegate must not be the author or Recommending Officer
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	All	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	Senior	The delegate must not be the author or Recommending Officer
s 21(2)	Duty to make submissions available in accordance with public availability requirements	All	
s 21A(4)	Duty to publish notice	All Planners	
s 22	Duty to consider all submissions	All Planners	Except submissions which request a change to the items in s 22(5)(a) and (b)
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	All Planners	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	All Planners	
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	All Planners	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s 197B of the Act	All Planners	
s 26(2)	Duty to keep report of panel available in accordance with public availability requirements	All Planners	
s 27(2)	Power to apply for exemption if panel's report not received	Senior	The delegate must not be the author or Recommending Officer
s 28(1)	Duty to notify the Minister if abandoning an amendment	All Planners	Note: the power to make a decision to abandon an amendment cannot be delegated
s 28(2)	Duty to publish notice of the decision on Internet site	All	
s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	All	
s 30(4)(a)	Duty to say if amendment has lapsed	All Planners	
s 30(4)(b)	Duty to provide information in writing upon request	All Planners	
s 32(2)	Duty to give more notice if required	All Planners	
s 33(1)	Duty to give more notice of changes to an amendment	All Planners	
s 36(2)	Duty to give notice of approval of amendment	All Planners	
s 38(5)	Duty to give notice of revocation of an amendment	All Planners	
s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	All Planners	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 40(1)	Function of lodging copy of approved amendment	All Planners	
s 41(1)	Duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period	All	
s 41(2)	Duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends	All	
s 42(2)	Duty to make copy of planning scheme available in accordance with the public availability requirements	All	
s 46AAA	Duty to prepare an amendment to a planning scheme that relates to Yarra River land that is not inconsistent with anything in a Yarra Strategic Plan which is expressed to be binding on the responsible public entity	Senior	Where Council is a responsible public entity and is a planning authority <i>Note: this provision is not yet in force and will commence on the day on which the initial Yarra Strategic Plan comes into operation. It will affect a limited number of councils</i>
s 46AW	Function of being consulted by the Minister	Senior	Where Council is a responsible public entity
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy Power to endorse the draft Statement of Planning Policy	All Planners	Where Council is a responsible public entity



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	Senior	Where Council is a responsible public entity The delegate must not be the author or Recommending Officer
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	All Planners	Where Council is a responsible public entity
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	Senior	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency The delegate must not be the author or Recommending Officer
s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	All Planners	
s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority	All Planners	
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	All Planners	
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	All Planners	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GP	Function of receiving a notice under s 46GO	All Planners	Where Council is the collecting agency
s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	All Planners	
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	All Planners	
s 46GR(2)	Power to consider a late submission Duty to consider a late submission if directed to do so by the Minister	Senior	
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	Senior	The delegate must not be the author or Recommending Officer
s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	Senior	The delegate must not be the author or Recommending Officer
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	Senior	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	All Planners	
s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	All	
s 46GU	Duty not to adopt an amendment under s 29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met	Senior	The delegate must not be the author or Recommending Officer
s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution Power to specify the manner in which the payment is to be made	Senior	Where Council is the collecting agency
s 46GV(3)(b)	Power to enter into an agreement with the applicant	All Planners	Where Council is the collecting agency
s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	All Planners	Where Council is the development agency
s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	All Planners	Where Council is the collecting agency



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	All Planners	
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	Senior	Where Council is the collecting agency The delegate must not be the author or Recommending Officer
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	Senior	Where Council is the collecting agency The delegate must not be the author or Recommending Officer
s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	All Planners	Where Council is the collecting agency
s 46GY(1)	Duty to keep proper and separate accounts and records	All	Where Council is the collecting agency
s 46GY(2)	Duty to keep the accounts and records in accordance with the <i>Local Government Act 2020</i>	All	Where Council is the collecting agency



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	Senior	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is that planning authority
s 46GZ(2)(a)	Function of receiving the monetary component	Senior	Where the Council is the planning authority This duty does not apply where Council is also the collecting agency
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan as responsible for those works, services or facilities	Senior	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency
s 46GZ(2)(b)	Function of receiving the monetary component	Senior	Where Council is the development agency under an approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	Senior	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	Senior	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency
s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	Senior	Where Council is the development agency specified in the approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency
s 46GZ(7)	Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	Senior	Where Council is the collecting agency under an approved infrastructure contributions plan



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	Senior	<p>If any inner public purpose land is vested in Council under the <i>Subdivision Act 1988</i> or acquired by Council before the time it is required to be provided to Council under s 46GV(4)</p> <p>Where Council is the collecting agency under an approved infrastructure contributions plan</p> <p>This duty does not apply where Council is also the development agency</p>
s 46GZ(9)	Function of receiving the fee simple in the land	Senior	<p>Where Council is the development agency under an approved infrastructure contributions plan</p> <p>This duty does not apply where Council is also the collecting agency</p>
s 46GZA(1)	Duty to keep proper and separate accounts and records	All Planners	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZA(2)	Duty to keep the accounts and records in accordance with the <i>Local Government Act 2020</i>	All Planners	Where Council is a development agency under an approved infrastructure contributions plan



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	All Planners	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	All Planners	If the VPA is the collecting agency under an approved infrastructure contributions plan Where Council is a development agency under an approved infrastructure contributions plan
s 46GZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b)	All Planners	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	All Planners	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	Senior	Where Council is the collecting agency under an approved infrastructure contributions plan



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	Senior	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency
s 46GZE(2)	Function of receiving the unexpended land equalisation amount	Senior	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency
s 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b)	Senior	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	Senior	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Duty, if land is sold under s 46GZF(2)(b), to follow the steps in s 46GZF(3)(a) and (b)	Senior	Where Council is the development agency under an approved infrastructure contributions plan



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZF(3)	s 46GZF(3)(a) function of receiving proceeds of sale	Senior	Where Council is the collection agency under an approved infrastructure contributions plan This provision does not apply where Council is also the development agency
s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)	Senior	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	Senior	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	Senior	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	Senior	Where Council is a collecting agency or development agency
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	All Planners	Where Council is a collecting agency or development agency
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2)	Senior	
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	All Planners	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	All Planners	
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	Senior	The delegate must not be the author or Recommending Officer
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	Senior	The delegate must not be the author or Recommending Officer
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	Senior	The delegate must not be the author or Recommending Officer
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	Senior	The delegate must not be the author or Recommending Officer
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	Senior	The delegate must not be the author or Recommending Officer
s 46Q(1)	Duty to keep proper accounts of levies paid	All Planners	
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency	Senior	
s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc	All Planners	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	Senior	Only applies when levy is paid to Council as a 'development agency'
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	Senior	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister
s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	Senior	Must be done in accordance with Part 3
s 46Q(4)(e)	Duty to expend that amount on other works etc.	Senior	With the consent of, and in the manner approved by, the Minister
s 46QC	Power to recover any amount of levy payable under Part 3B	Senior	The delegate must not be the author or Recommending Officer
s 46QD	Duty to prepare report and give a report to the Minister	Senior	Where Council is a collecting agency or development agency
s 46V(3)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available	All	
s 46Y	Duty to carry out works in conformity with the approved strategy plan	All Planners	
s 47	Power to decide that an application for a planning permit does not comply with that Act	Senior	The delegate must not be the author or Recommending Officer



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	All Planners	
s 49(2)	Duty to make register available for inspection in accordance with the public availability requirements	All	
s 50(4)	Duty to amend application	All Planners	
s 50(5)	Power to refuse to amend application	Senior	The delegate must not be the author or Recommending Officer
s 50(6)	Duty to make note of amendment to application in register	All	
s 50A(1)	Power to make amendment to application	All Planners	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	All Planners	
s 50A(4)	Duty to note amendment to application in register	All	
s 51	Duty to make copy of application available for inspection in accordance with the public availability requirements	All	
s 52(1)(a)	Duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person	All Planners	
s 52(1)(b)	Duty to give notice of the application to other municipal council where appropriate	All Planners	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	All Planners	
s 52(1)(ca)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant	All Planners	Notice requirements under s.52(1)(a), (b), (c) and (d) are exempt. Other notice requirements apply.
s 52(1)(cb)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant	All Planners	Notice requirements under s.52(1)(a), (b), (c) and (d) are exempt. Other notice requirements apply.
s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected	All Planners	
s 52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	All Planners	Notice requirements under s.52(1)(a), (b), (c) and (d) are exempt. Other notice requirements apply.
s 52(3)	Power to give any further notice of an application where appropriate	All Planners	
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	All Planners	Notice requirements under s.52(1)(a), (b), (c) and (d) are exempt. Other notice requirements apply.
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	All Planners	Notice requirements under s.52(1)(a), (b), (c) and (d) are exempt. Other notice requirements apply.



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 54(1)	Power to require the applicant to provide more information	All Planners	Note: delegates cannot require an applicant to provide more information than what is listed in new Clause 59 of the planning scheme.
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	All Planners	Note: delegates cannot require an applicant to provide more information than what is listed in new Clause 59 of the planning scheme.
s 54(1B)	Duty to specify the lapse date for an application	All Planners	
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	All Planners	
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time under s 54A(3)	All Planners	
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	All	
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	Senior	The delegate must not be the author or Recommending Officer
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	All Planners	
s 57(5)	Duty to make a copy of all objections available in accordance with the public availability requirements	All	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	All	
s 57A(5)	Power to refuse to amend application	Senior	The delegate must not be the author or Recommending Officer
s 57A(6)	Duty to note amendments to application in register	All	
s 57B(1)	Duty to determine whether and to whom notice should be given	All Planners	
s 57B(2)	Duty to consider certain matters in determining whether notice should be given	All Planners	
s 57C(1)	Duty to give copy of amended application to referral authority	All	
s 58	Duty to consider every application for a permit	All Planners	
s 58A	Power to request advice from the Planning Application Committee	Senior	
s 60	Duty to consider certain matters	All Planners	
s 60(1A)	Duty to consider certain matters	All Planners	Note: VicSmart applications are exempt from the requirements of s 60(1)(b), (c), (e) and (f)
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	All Planners	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	Senior	The permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i>
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	All Planners	
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	Senior	The delegate must not be the author or Recommending Officer
s 61(3)(a)	Duty not to decide to grant a permit to use coastal Crown land without Minister's consent	Senior	
s 61(3)(b)	Duty to refuse to grant the permit without the Minister's consent	Senior	
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	Senior	
s 62(1)	Duty to include certain conditions in deciding to grant a permit	All Planners	
s 62(2)	Power to include other conditions	All Planners	The delegate must not be the author or Recommending Officer
s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	All Planners	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	Senior	The delegate must not be the author or Recommending Officer
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	Senior	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	Senior	
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	All Planners	
s 62(6)(b)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)	All Planners	
s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)	All Planners	
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	All	This provision applies also to a decision to grant an amendment to a permit – see s 75
s 64(3)	Duty not to issue a permit until after the specified period	All	This provision applies also to a decision to grant an amendment to a permit – see s 75



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 64(5)	Duty to give each objector a copy of an exempt decision	All	Note: VicSmart applications are exempt from requirements of s 64(1), (2) and (3). This provision applies also to a decision to grant an amendment to a permit – see s 75
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	All Planners	This provision applies also to a decision to grant an amendment to a permit – see s 75A
s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	All	
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	All	
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	All	If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	All	If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit
s 66(6)	Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65	All	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit
s 69(1)	Function of receiving application for extension of time of permit	All Planners	
s 69(1A)	Function of receiving application for extension of time to complete development	All Planners	
s 69(2)	Power to extend time	Senior	
s 70	Duty to make copy permit available in accordance with public availability requirements	All	
s 71(1)	Power to correct certain mistakes	All	
s 71(2)	Duty to note corrections in register	All	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 73	Power to decide to grant amendment subject to conditions	Senior	
s 74	Duty to issue amended permit to applicant if no objectors	All Planners	
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	All Planners	
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	All	
s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	All	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority
s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	All	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit
s 76A(6)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	All	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit
s 76D	Duty to comply with direction of Minister to issue amended permit	All Planners	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 83	Function of being respondent to an appeal	All Planners	
s 83B	Duty to give or publish notice of application for review	All Planners	
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	Senior	
s 84(2)	Duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit	All Planners	
s 84(3)	Duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit	All Planners	
s 84(6)	Duty to issue permit on receipt of advice within 3 working days	All Planners	
s 84AB	Power to agree to confining a review by the Tribunal	All Planners	
s 86	Duty to issue a permit at order of Tribunal within 3 working days	All Planners	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	Senior	The delegate must not be the author or Recommending Officer
s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	All Planners	
s 91(2)	Duty to comply with the directions of VCAT	All	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	All	
s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	All Planners	
s 93(2)	Duty to give notice of VCAT order to stop development	All	
s 95(3)	Function of referring certain applications to the Minister	Senior	
s 95(4)	Duty to comply with an order or direction	All	
s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	Senior	The delegate must not be the author or Recommending Officer
s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	Senior	The delegate must not be the author or Recommending Officer
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	Senior	The delegate must not be the author or Recommending Officer
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	All Planners	The delegate must not be the author or Recommending Officer
s 96F	Duty to consider the panel's report under s 96E	All Planners	
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the <i>Planning and Environment (Planning Schemes) Act 1996</i>)	Senior	The delegate must not be the author or Recommending Officer



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 96H(3)	Power to give notice in compliance with Minister's direction	All Planners	The delegate must not be the author or Recommending Officer
s 96J	Power to issue permit as directed by the Minister	All Planners	The delegate must not be the author or Recommending Officer
s 96K	Duty to comply with direction of the Minister to give notice of refusal	All Planners	
s 96Z	Duty to keep levy certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate	All Planners	
s 97C	Power to request Minister to decide the application	Senior	The delegate must not be the author or Recommending Officer
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	All	
s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	All Planners	
s 97G(6)	Duty to make a copy of permits issued under s 97F available in accordance with public availability requirements	All	
s 97L	Duty to include Ministerial decisions in a register kept under s 49	All	
s 97MH	Duty to provide information or assistance to the Planning Application Committee	All Planners	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 97MI	Duty to contribute to the costs of the Planning Application Committee or subcommittee	Senior	
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	Senior	
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	All Planners	
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	All Planners	
s 97Q(4)	Duty to comply with directions of VCAT	All	
s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	All	
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	All Planners	
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	All Planners	
s 101	Function of receiving claim for expenses in conjunction with claim	All Planners	
s 103	Power to reject a claim for compensation in certain circumstances	Senior	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 107(1)	Function of receiving claim for compensation	All Planners	
s 107(3)	Power to agree to extend time for making claim	Senior	
s 114(1)	Power to apply to the VCAT for an enforcement order	Senior	
s 117(1)(a)	Function of making a submission to the VCAT where objections are received	All Planners	
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	Senior	
s 123(1)	Power to carry out work required by enforcement order and recover costs	Senior	
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	Senior	Except Crown Land The delegate must not be the author or Recommending Officer
s 129	Function of recovering penalties	All	
s 130(5)	Power to allow person served with an infringement notice further time	Senior	
s 149A(1)	Power to refer a matter to the VCAT for determination	Senior	
s 149A(1A)	Power to apply to VCAT for the determination of a matter relating to the interpretation of a s 173 agreement	Senior	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B) power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)	Senior	Where Council is the relevant planning authority
s 171(2)(f)	Power to carry out studies and commission reports	Senior	
s 171(2)(g)	Power to grant and reserve easements	Senior	
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	Senior	Where Council is a development agency specified in an approved infrastructure contributions plan
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	Senior	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	Senior	Where Council is the development agency specified in an approved infrastructure contributions plan
s 173(1)	Power to enter into agreement covering matters set out in s 174	Senior	The delegate must not be the author or Recommending Officer



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	Senior	Where Council is the relevant responsible authority
---	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires something to be to the satisfaction of Council or Responsible Authority	Senior	The delegate must not be the author or Recommending Officer
---	Power to give consent on behalf of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires that something may not be done without the consent of Council or Responsible Authority	Senior	The delegate must not be the author or Recommending Officer
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	Senior	The delegate must not be the author or Recommending Officer
s 178	Power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	Senior	The delegate must not be the author or Recommending Officer
s 178A(1)	Function of receiving application to amend or end an agreement	All Planners	
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	All Planners	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	All Planners	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178A(5)	Power to propose to amend or end an agreement	Senior	The delegate must not be the author or Recommending Officer
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	All Planners	
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	All Planners	
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	All Planners	
s 178C(4)	Function of determining how to give notice under s 178C(2)	All Planners	
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	All Planners	
s 178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	Senior	If no objections are made under s 178D Must consider matters in s 178B The delegate must not be the author or Recommending Officer
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	Senior	If no objections are made under s 178D Must consider matters in s 178B The delegate must not be the author or Recommending Officer



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178E(2)(c)	Power to refuse to amend or end the agreement	Senior	If no objections are made under s 178D Must consider matters in s 178B The delegate must not be the author or Recommending Officer
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	Senior	After considering objections, submissions and matters in s 178B The delegate must not be the author or Recommending Officer
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	Senior	After considering objections, submissions and matters in s 178B The delegate must not be the author or Recommending Officer
s 178E(3)(c)	Power to amend or end the agreement in a manner that is substantively different from the proposal	Senior	After considering objections, submissions and matters in s 178B The delegate must not be the author or Recommending Officer
s 178E(3)(d)	Power to refuse to amend or end the agreement	Senior	After considering objections, submissions and matters in s 178B The delegate must not be the author or Recommending Officer
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	All Planners	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	All Planners	
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	All Planners	
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	Senior	
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	Senior	The delegate must not be the author or Recommending Officer
s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	All Planners	
s 179(2)	Duty to make a copy of each agreement available in accordance with the public availability requirements	All Planners	
s 181	Duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General	All Planners	
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	All Planners	
s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	All Planners	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 182	Power to enforce an agreement	All Planners	The delegate must not be the author or Recommending Officer
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	All Planners	
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	All	The delegate must not be the author or Recommending Officer
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	All Planners	
s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	All Planners	
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	All Planners	
s 184G(2)	Duty to comply with a direction of the Tribunal	All Planners	
s 184G(3)	Duty to give notice as directed by the Tribunal	All Planners	
s 198(1)	Function to receive application for planning certificate	All	
s 199(1)	Duty to give planning certificate to applicant	All	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 201(1)	Function of receiving application for declaration of underlying zoning	All Planners	
s 201(3)	Duty to make declaration	Senior	
-	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	Senior	The delegate must not be the author or Recommending Officer
	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	Senior	The delegate must not be the author or Recommending Officer
	Power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit	Senior	The delegate must not be the author or Recommending Officer
-	Power to give written authorisation in accordance with a provision of a planning scheme	Senior	The delegate must not be the author or Recommending Officer
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	All Planners	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	All Planners	



PLANNING AND ENVIRONMENT REGULATIONS 2015			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r 6	Function of receiving notice, under s 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	All Planners	Where Council is not the planning authority and the amendment affects land within its municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
r 21	Power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under s 54 of the Act	All Planners	
r 25(a)	Duty to make copy of matter considered under s 60(1A)(g) available for inspection free of charge	All	Where Council is the responsible authority
r 25(b))	Function of receiving a copy of any document considered under s 60(1A)(g) by the responsible authority and duty to make the document available for inspection free of charge	All Planners	Where Council is not the responsible authority but the relevant land is within Council's municipal district
r 42	Function of receiving notice under s 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	All Planners	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.



PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	All Planners	The delegate must not be the author or Recommending Officer
r 20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	All Planners	The delegate must not be the author or Recommending Officer
r 21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r19 or 20	All Planners	

S6 Instrument of Delegation - Members of Staff



Instrument of Delegation

to

Members of Council Staff

(Road Management Act 2004 & Regulations)



Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. declares that:
 - 2.1 this Instrument of Delegation is authorised by a resolution of Council passed on **18 October 2021**; and
 - 2.2 the delegation:
 - 2.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2.2 remains in force until varied or revoked;
 - 2.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and
 - 2.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 2.3 the delegate must not determine the issue, take the action or do the act or thing:
 - 2.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
 - 2.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - (a) policy; or
 - (b) strategyadopted by Council;
 - 2.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
 - 2.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.



THE COMMON SEAL of MAROONDAH CITY)
COUNCIL was affixed hereto on 18 October)
2021, in accordance with resolution of Council)
made on 18 October 2021, in the presence of)

..... Councillor

..... Chief Executive Officer



SCHEDULE



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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	Manager Revenue, Property & Customer Service Director Corporate Services	Obtain consent in circumstances specified in s 11(2)
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	Manager Revenue, Property & Customer Service Director Corporate Services	
s 11(9)(b)	Duty to advise Registrar	Manager Revenue, Property & Customer Service Director Corporate Services	
s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	Manager Revenue, Property & Customer Service Director Corporate Services	Subject to s 11(10A)
s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	Manager Revenue, Property & Customer Service Director Corporate Services	Where Council is the coordinating road authority
s 12(2)	Power to discontinue road or part of a road	Manager Revenue, Property & Customer Service Director Corporate Services	Where Council is the coordinating road authority



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 12(4)	Duty to publish, and provide copy, notice of proposed discontinuance	Manager Revenue, Property & Customer Service Director Corporate Services	Power of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 12(5)	Duty to consider written submissions received within 28 days of notice	Manager Revenue, Property & Customer Service Director Corporate Services	Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 12(6)	Function of hearing a person in support of their written submission	Manager Revenue, Property & Customer Service Director Corporate Services	Function of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 12(7)	Duty to fix day, time and place of meeting under s 12(6) and to give notice	Manager Revenue, Property & Customer Service Director Corporate Services	Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 12(10)	Duty to notify of decision made	Manager Revenue, Property & Customer Service Director Corporate Services	Duty of coordinating road authority where it is the discontinuing body Does not apply where an exemption is specified by the regulations or given by the Minister
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	Manager Revenue, Property & Customer Service Director Corporate Services	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 14(4)	Function of receiving notice from the Head, Transport for Victoria	Manager Assets Director Operations, Assets & Leisure	
s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	Manager Assets Director Operations, Assets & Leisure	
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	Manager Assets Director Operations, Assets & Leisure	
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	Manager Assets Director Operations, Assets & Leisure	
s 15(2)	Duty to include details of arrangement in public roads register	Manager Assets Director Operations, Assets & Leisure	
s 16(7)	Power to enter into an arrangement under s 15	Manager Assets Director Operations, Assets & Leisure	
s 16(8)	Duty to enter details of determination in public roads register	Manager Assets Director Operations, Assets & Leisure	



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 17(2)	Duty to register public road in public roads register	Manager Assets Director Operations, Assets & Leisure	Where Council is the coordinating road authority
s 17(3)	Power to decide that a road is reasonably required for general public use	Manager Assets Director Operations, Assets & Leisure	Where Council is the coordinating road authority
s 17(3)	Duty to register a road reasonably required for general public use in public roads register	Manager Assets Director Operations, Assets & Leisure	Where Council is the coordinating road authority
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	Manager Assets Director Operations, Assets & Leisure	Where Council is the coordinating road authority
s 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	Manager Assets Director Operations, Assets & Leisure	Where Council is the coordinating road authority
s 18(1)	Power to designate ancillary area	Manager Assets Director Operations, Assets & Leisure	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)
s 18(3)	Duty to record designation in public roads register	Manager Assets Director Operations, Assets & Leisure	Where Council is the coordinating road authority



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	Manager Assets Director Operations, Assets & Leisure	
s 19(4)	Duty to specify details of discontinuance in public roads register	Manager Assets Director Operations, Assets & Leisure	
s 19(5)	Duty to ensure public roads register is available for public inspection	Manager Assets Director Operations, Assets & Leisure	
s 21	Function of replying to request for information or advice	Manager Assets Director Operations, Assets & Leisure	Obtain consent in circumstances specified in s 11(2)
s 22(2)	Function of commenting on proposed direction	Manager Assets Director Operations, Assets & Leisure	
s 22(4)	Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report	Manager Assets Director Operations, Assets & Leisure	
s 22(5)	Duty to give effect to a direction under s 22	Manager Assets Director Operations, Assets & Leisure	



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 40(1)	Duty to inspect, maintain and repair a public road	Manager Assets Manager Operations Director Operations, Assets & Leisure	
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	Manager Assets Manager Operations Director Operations, Assets & Leisure	
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	Manager Assets Manager Operations Manager Engineering & Building Services Director Operations, Assets & Leisure	
s 42(1)	Power to declare a public road as a controlled access road	Manager Assets Director Operations, Assets & Leisure	Power of coordinating road authority and sch 2 also applies
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	Manager Assets Director Operations, Assets & Leisure	Power of coordinating road authority and sch 2 also applies



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 42A(3)	Duty to consult with Head, Transport for Victoria for Victoria and Minister for Local Government before road is specified	Manager Assets Director Operations, Assets & Leisure	Where Council is the coordinating road authority If road is a municipal road or part thereof
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	Manager Assets Director Operations, Assets & Leisure	Where Council is the coordinating road authority If road is a municipal road or part thereof and where road is to be specified a freight road
s 48EA	Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	Manager Assets Director Operations, Assets & Leisure	Where Council is the responsible road authority, infrastructure manager or works manager
s 48M(3)	Function of consulting with the relevant authority for purposes of developing guidelines under s 48M	Manager Engineering & Building Services Director Development & Amenity	
s 49	Power to develop and publish a road management plan	Manager Assets Director Operations, Assets & Leisure	
s 51	Power to determine standards by incorporating the standards in a road management plan	Manager Assets Director Operations, Assets & Leisure	



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	Manager Assets Director Operations, Assets & Leisure	
s 54(2)	Duty to give notice of proposal to make a road management plan	Manager Assets Director Operations, Assets & Leisure	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	Manager Assets Director Operations, Assets & Leisure	
s 54(6)	Power to amend road management plan	Manager Assets Director Operations, Assets & Leisure	
s 54(7)	Duty to incorporate the amendments into the road management plan	Manager Assets Director Operations, Assets & Leisure	
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper	Manager Assets Director Operations, Assets & Leisure	



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 63(1)	Power to consent to conduct of works on road	Manager Engineering & Building Services Director Development & Amenity	Where Council is the coordinating road authority
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	Manager Assets Manager Operations Director Operations, Assets & Leisure	Where Council is the infrastructure manager
s 64(1)	Duty to comply with cl 13 of sch 7	Manager Assets Director Operations, Assets & Leisure	Where Council is the infrastructure manager or works manager
s 66(1)	Power to consent to structure etc	Manager Engineering & Building Services Manager Health, Local Laws and Emergency Management Coordinator Local Laws Team Leader Local Laws Team Leader Parking Service Local Laws Officer Director Development & Amenity	Where Council is the coordinating road authority



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 67(2)	Function of receiving the name & address of the person responsible for distributing the sign or bill	Manager Engineering & Building Services Manager Health, Local Laws and Emergency Management Coordinator Local Laws Team Leader Local Laws Team Leader Parking Service Local Laws Officer Manager Operations	Where Council is the coordinating road authority
s 67(3)	Power to request information	Manager Engineering & Building Services Manager Health, Local Laws and Emergency Management Coordinator Local Laws Team Leader Local Laws Team Leader Parking Service Local Laws Officer Manager Operations	Where Council is the coordinating road authority



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 68(2)	Power to request information	Manager Engineering & Building Services Manager Health, Local Laws and Emergency Management Coordinator Local Laws Team Leader Local Laws Team Leader Parking Service Local Laws Officer Manager Operations	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	Director Development and Amenity Director Operations, Assets & Leisure	
s 72	Duty to issue an identity card to each authorised officer	Manager Assets	
s 85	Function of receiving report from authorised officer	Manager Engineering & Building Services Manager Operations Manager Assets	



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 86	Duty to keep register re s 85 matters	Manager Engineering & Building Services Manager Operations Manager Assets	
s 87(1)	Function of receiving complaints	Manager Engineering & Building Services Manager Operations Manager Assets	
s 87(2)	Duty to investigate complaint and provide report	Manager Engineering & Building Services Manager Operations Manager Assets Director Development & Amenity Director Operations, Assets & Leisure	
s 112(2)	Power to recover damages in court	Manager Engineering & Building Services Manager Operations Manager Assets	



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 116	Power to cause or carry out inspection	Manager Engineering & Building Services Manager Operations Manager Assets	
s 119(2)	Function of consulting with the Head, Transport for Victoria	Manager Assets Manager Engineering & Building Services	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)	Manager Assets Manager Operations	
s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	Manager Assets Manager Operations Director Operations, Assets & Leisure	
s 121(1)	Power to enter into an agreement in respect of works	Manager Engineering & Building Services Manager Operations Director Development & Amenity	



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 122(1)	Power to charge and recover fees	Coordinator Development Engineering Manager Engineering & Building Services Manager Operations Director Development & Amenity	
s 123(1)	Power to charge for any service	Manager Engineering & Building Services Manager Operations Director Development & Amenity	
sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	Manager Assets Manager Operations Manager Engineering & Building Services Director Operations, Assets & Leisure	



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 2 cl 3(1)	Duty to make policy about controlled access roads	Manager Assets Manager Operations Manager Engineering & Building Services Director Operations, Assets & Leisure	
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	Manager Assets Manager Operations Manager Engineering & Building Services Director Operations, Assets & Leisure	
sch 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria	Manager Assets Manager Operations Manager Engineering & Building Services Director Operations, Assets & Leisure	



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 2 cl 5	Duty to publish notice of declaration	Manager Assets Manager Operations Manager Engineering & Building Services Director Operations, Assets & Leisure	
sch 7 cl 7(1)	Duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	Manager Engineering & Building Services Manager Operations	Where Council is the infrastructure manager or works manager
sch 7 cl 8(1)	Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	Manager Engineering & Building Services Manager Operations	Where Council is the infrastructure manager or works manager
sch 7 cl 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	Manager Engineering & Building Services Manager Operations	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure
sch 7 cl 9(2)	Duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	Manager Engineering & Building Services Manager Operations	Where Council is the infrastructure manager or works manager



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	Manager Engineering & Building Services Manager Operations	Where Council is the infrastructure manager or works manager
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	Manager Engineering & Building Services Manager Operations	Where Council is the coordinating road authority
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	Manager Engineering & Building Services Manager Operations	Where Council is the coordinating road authority
sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	Manager Engineering & Building Services Manager Operations	Where Council is the coordinating road authority
sch 7 cl 12(5)	Power to recover costs	Manager Engineering & Building Services Manager Operations	Where Council is the coordinating road authority
sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	Manager Engineering & Building Services Manager Operations	Where Council is the works manager
sch 7 cl 13(2)	Power to vary notice period	Manager Engineering & Building Services Manager Operations	Where Council is the coordinating road authority



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	Manager Engineering & Building Services Manager Operations	Where Council is the infrastructure manager
sch 7 cl 16(1)	Power to consent to proposed works	Coordinator Development Engineering Manager Engineering & Building Services	Where Council is the coordinating road authority
sch 7 cl 16(4)	Duty to consult	Coordinator Development Engineering Manager Engineering & Building Services	Where Council is the coordinating road authority, responsible authority or infrastructure manager
sch 7 cl 16(5)	Power to consent to proposed works	Coordinator Development Engineering Manager Engineering & Building Services	Where Council is the coordinating road authority
sch 7 cl 16(6)	Power to set reasonable conditions on consent	Coordinator Development Engineering Manager Engineering & Building Services	Where Council is the coordinating road authority
sch 7 cl 16(8)	Power to include consents and conditions	Coordinator Development Engineering Manager Engineering & Building Services	Where Council is the coordinating road authority



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	Coordinator Development Engineering Manager Engineering & Building Services Director Development & Amenity	Where Council is the coordinating road authority
sch 7 cl 18(1)	Power to enter into an agreement	Coordinator Development Engineering Manager Engineering & Building Services Director Development & Amenity	Where Council is the coordinating road authority
sch 7 cl 19(1)	Power to give notice requiring rectification of works	Manager Assets Manager Engineering & Building Services Director Development & Amenity	Where Council is the coordinating road authority
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	Manager Assets Manager Operations Manager Engineering & Building Services Director Development & Amenity	Where Council is the coordinating road authority



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	Manager Engineering & Building Services Director Development & Amenity	Where Council is the coordinating road authority
sch 7A cl 2	Power to cause street lights to be installed on roads	Manager Engineering & Building Services Director Development & Amenity	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
sch 7A cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	Manager Engineering & Building Services Manager Operations Director Operations, Assets & Leisure	Where Council is the responsible road authority
sch 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting – where road is a service road on an arterial road and adjacent areas	Manager Engineering & Building Services Manager Operations Director Operations, Assets & Leisure	Where Council is the responsible road authority
sch 7A cl 3(1)(f)	Duty to pay installation and percentage of operation costs of street lighting – for arterial roads in accordance with cls 3(2) and 4	Manager Engineering & Building Services Manager Operations Director Operations, Assets & Leisure	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs)



ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 8(1)	Duty to conduct reviews of road management plan	Manager Assets Manager Operations Director Operations, Assets & Leisure	
r 9(2)	Duty to produce written report of review of road management plan and make report available	Manager Assets Manager Operations Director Operations, Assets & Leisure	
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	Manager Assets Manager Operations Director Operations, Assets & Leisure	Where Council is the coordinating road authority
r 10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	Manager Assets Manager Operations Manager Engineering & Building Services	
r 13(1)	Duty to publish notice of amendments to road management plan	Manager Assets Director Operations, Assets & Leisure	Where Council is the coordinating road authority



ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	Manager Assets Director Operations, Assets & Leisure	
r 16(3)	Power to issue permit	Coordinator Development Engineering Manager Operations Manager Engineering & Building Services	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	Coordinator Development Engineering Manager Operations Manager Engineering & Building Services	Where Council is the coordinating road authority
r 23(2)	Power to make submission to Tribunal	Coordinator Development Engineering Manager Operations Manager Engineering & Building Services	Where Council is the coordinating road authority



ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 23(4)	Power to charge a fee for application under s 66(1) Road Management Act	Coordinator Development Engineering Manager Operations Manager Engineering & Building Services	Where Council is the coordinating road authority
r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	Manager Operations	Where Council is the responsible road authority
r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))	Manager Operations	Where Council is the responsible road authority
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	Manager Operations Manager Engineering & Building Services	



ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2015			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 15	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	Coordinator Development Engineering Manager Operations Manager Engineering & Building Services	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act
r 22(2)	Power to waive whole or part of fee in certain circumstances	Coordinator Development Engineering Manager Operations Manager Engineering & Building Services	Where Council is the coordinating road authority



***S18 Instrument of Sub-Delegation
under the Environment Protection Act 2017***



Instrument of Sub-Delegation

to

Members of Council Staff



Instrument of Sub-Delegation

By this Instrument of Sub-Delegation, in exercise of the power conferred by s 437(2) of the *Environment Protection Act 2017* ('Act') and the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described in column 3 of the Schedule;
2. this Instrument of Sub-Delegation is authorised by a resolution of Council passed on **18 October 2021** pursuant to a power of sub-delegation conferred by the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021;
3. the delegation:
 - 3.1 comes into force immediately the common seal of Council is affixed to this Instrument of Sub-Delegation;
 - 3.2 remains in force until varied or revoked;
 - 3.3 is subject to any conditions and limitations set out in sub-paragraph 5, and the Schedule; and
 - 3.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
4. this Instrument of Sub-Delegation is subject to the following limitations:
 - 4.1 the powers, duties and functions described in column and summarised in column 2 of the Schedule are only delegated for the purpose of regulating:
 - 4.1.1 onsite wastewater management systems with a design or actual flow rate of sewage not exceeding 5000 litres on any day; and
 - 4.1.2 noise from the construction, demolition or removal of residential premises;
5. the delegate must not determine the issue, take the action or do the act or thing:
 - 5.1.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
 - 5.1.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - (a) policy; or
 - (b) strategyadopted by Council;
 - 5.1.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
 - 5.1.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.



THE COMMON SEAL of MAROONDAH CITY)
COUNCIL was affixed hereto on 18 October)
2021, in accordance with resolution of Council)
made on 18 October 2021, in the presence of)

..... Councillor

..... Chief Executive Officer



SCHEDULE



ENVIRONMENT PROTECTION ACT 2017			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 271	Power to issue improvement notice	Coordinator Development Engineering Infrastructure Compliance Officer Manager Health, Local Laws & Emergency Management Coordinator Community Health Team Leader Environmental Health Team Leader Immunisation Services Environmental Health Officer Coordinator Local Laws Team Leader Parking Services Team Leader Local Laws Prosecutions and Appeals Officer Local Laws Officer Litter & Illegal Dumping Prevention Officer	

S18 Instrument of Sub-delegation to members of Council staff (*Environment Protection Act 2017*)

June 2021 Update
page 5



		Planning Compliance Officer	
s 272	Power to issue prohibition notice	Coordinator Development Engineering Infrastructure Compliance Officer Manager Health, Local Laws & Emergency Management Coordinator Community Health Team Leader Environmental Health Team Leader Immunisation Services Environmental Health Officer Coordinator Local Laws Team Leader Parking Services Team Leader Local Laws Prosecutions and Appeals Officer Local Laws Officer Litter & Illegal Dumping Prevention Officer Planning Compliance Officer	



s 279	Power to amend a notice	<p>Coordinator Development Engineering</p> <p>Infrastructure Compliance Officer</p> <p>Manager Health, Local Laws & Emergency Management</p> <p>Coordinator Community Health</p> <p>Team Leader Environmental Health</p> <p>Team Leader Immunisation Services</p> <p>Environmental Health Officer</p> <p>Coordinator Local Laws</p> <p>Team Leader Parking Services</p> <p>Team Leader Local Laws</p> <p>Prosecutions and Appeals Officer</p> <p>Local Laws Officer</p> <p>Litter & Illegal Dumping Prevention Officer</p> <p>Planning Compliance Officer</p>	
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s 358	Functions of the Environment Protection Authority	<p>Coordinator Development Engineering</p> <p>Infrastructure Compliance Officer</p> <p>Manager Health, Local Laws & Emergency Management</p> <p>Coordinator Community Health</p> <p>Team Leader Environmental Health</p> <p>Team Leader Immunisation Services</p> <p>Environmental Health Officer</p> <p>Coordinator Local Laws</p> <p>Team Leader Parking Services</p> <p>Team Leader Local Laws</p> <p>Prosecutions and Appeals Officer</p> <p>Local Laws Officer</p> <p>Litter & Illegal Dumping Prevention Officer</p> <p>Planning Compliance Officer</p>	
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s 359(1)(b)	Power to do all things that are necessary or convenient to be done for or in connection with the performance of the Environment Protection Authority's functions and duties and to enable the Authority to achieve its objective.	<p>Coordinator Development Engineering</p> <p>Infrastructure Compliance Officer</p> <p>Manager Health, Local Laws & Emergency Management</p> <p>Coordinator Community Health</p> <p>Team Leader Environmental Health</p> <p>Team Leader Immunisation Services</p> <p>Environmental Health Officer</p> <p>Coordinator Local Laws</p> <p>Team Leader Parking Services</p> <p>Team Leader Local Laws</p> <p>Prosecutions and Appeals Officer</p> <p>Local Laws Officer</p> <p>Litter & Illegal Dumping Prevention Officer</p> <p>Planning Compliance Officer</p>	
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s 359(2)	Power to give advice to persons with duties or obligations	<p>Coordinator Development Engineering</p> <p>Infrastructure Compliance Officer</p> <p>Manager Health, Local Laws & Emergency Management</p> <p>Coordinator Community Health</p> <p>Team Leader Environmental Health</p> <p>Team Leader Immunisation Services</p> <p>Environmental Health Officer</p> <p>Coordinator Local Laws</p> <p>Team Leader Parking Services</p> <p>Team Leader Local Laws</p> <p>Prosecutions and Appeals Officer</p> <p>Local Laws Officer</p> <p>Litter & Illegal Dumping Prevention Officer</p> <p>Planning Compliance Officer</p>	
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Events on Council Land Policy

Date adopted: << insert Day Month Year >>

Responsible Service Area: Sport & Recreation

Purpose

Events and festivals play an important role in bringing our community together. Maroondah City Council seeks to ensure that all events held on Council land add to the culture and vitality of the area and are conducted in a safe manner.

Background / Context

Maroondah City Council delivers and supports a variety of free or low cost festivals and events for the community. In addition to the events that are Council run or supported, there are many events that are held on Council managed or owned land that are run by the community. These events require prior approval from Council to ensure that they are suitable for the site, have followed appropriate risk management & safety planning and obtained relevant permits. The level of event planning required for individual events may differ greatly, so this policy, supporting documentation and the Events Planning and Procedure Handbook provide a clear framework for event organisers to maintain safe, successful, well-planned and documented events.

Scope

This policy applies to all events run by Council Officers or community organisations held within the City of Maroondah on Council owned or managed land.

Objectives

The objectives of the policy are:

- To provide a clear framework, that will guide Council Officers and community organisations through an approval process to run events on Council owned and managed land.
- To ensure that Council Officers and community organisations undertake appropriate planning processes to effectively deliver successful, well-documented and safe events.
- To promote the incorporation of sustainable practices through the conservative and efficient use of resources and use of renewable resource options.
- To support access, equity and choice, maximising opportunities for all sectors of the community to participate in events.
- To articulate the requirements event organisers must meet in seeking Council approval for use of Council owned or managed land.
- To protect public use of land including environmental and cultural sites while providing equitable access to those entities wishing to utilise public land.

Policy Control Schedule

Policy Title: << Insert text >>		Policy type: << Insert text >>
Current version approved: << Insert text >>	Current version number: << Insert text >>	Policy review date: << Insert text >>
Parent policy: << Insert text >>	Child policy/policies: << Insert text >>	Policy responsibility: << Insert text >>

All printed copies of this policy are uncontrolled. Please check Council's website for the most recent version of this policy.

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Events on Council Land Policy



Definitions

Event: - Any planned activity or function that requires specific planning where people congregate for a unique purpose. The purpose may include but not limited to community, cultural and environmental gatherings, commercial activities, celebrations and some sporting events such as a fun run or major football/cricket final.

Council Land: - Council land may include but not limited to buildings, sporting reserves, open space, roads and carparks that are owned, managed and maintained by Maroondah City Council.

Event Organiser/Co-ordinator: - The individual or organisation that is responsible for planning, implementing and managing all aspects of the event.

Event Plan: - A document that details planning elements of an event that incorporates all key stakeholders and aspects of the event being organised.

Accessible Event: - Maintaining an event where anybody can participate in comfort without any limitations.

Small Event - Up to 50 people with minimal infrastructure, no impact on traffic conditions or extensive activities.

Medium Event - 50 to 2,500 people, may impact on traffic conditions, medium noise impact, food and beverage trading, amusements and performers.

Large Event - Over 2500 people, substantial infrastructure required, fireworks\pyrotechnics, high noise impact, road closures required.

Community Event: - means an event organised by a not-for-profit organisation primarily attended by people who reside within the Maroondah Council area.

Commercial Event: - means an event staged by a business, corporation or not-for-profit organisation for invited guests, for example with the purpose of inspiring or rewarding their employees, or else to promote a brand, service or product.

Policy Principles

The principles set out below will be used by Council to determine the use of Council facilities for events to which this Policy applies.

Transparent

Use of Council land will be documented in a manner that users can understand e.g. how approval is granted and what fees will be payable.

Consistent

Minimum standards for hiring facilities will ensure that a consistent approach is undertaken for all hirers and that appropriate information and documentation is given to all users and is also obtained for Council records.

Fair and Equitable

Users of Council land will be charged usage fees that are consistent with the usage fees charged to other users of the same or similar facilities where those users are in similar circumstances.

Events on Council Land Policy



Different Rates & Charges for Different Users & Standards of Facility

A scale of different charges will apply to commercial, community and private users.

Promote Participation

Hire arrangements will reflect Council's commitment to providing facilities for use by the wider community to enhance community life through events.

Local Priority

Priority will be given to Maroondah based community organisations and groups, individuals and/or organisations that demonstrate a direct benefit to Maroondah residents.

Relationship to the Maroondah 2040 Community Vision

The Strategy aligns with several key directions outlined in the **Maroondah 2040** visioning document and the Council Plan 2021- 2025 – 2021.

From the **Future Outcome Area - A safe healthy and active community**

Key Direction - A Safe Community

- 1.2 Plan and advocate for the application of community safety principles that facilitate a safe built environment
- 1.3 Promote and facilitate safer cultures relating to issues of alcohol, drugs, tobacco and other drugs.

Key Direction - A healthy community

- 1.6 Promote the health and wellbeing of the community through accessible and affordable initiatives and services that respond to community needs
- 1.9 Promote community wellbeing by supporting and empowering local community groups, sporting clubs and special interest groups across Maroondah
- 1.12 Work in partnership with local communities to enhance food security and healthy eating

Key Direction – An Active Community

- 1.14 Work in partnership to increase opportunities and create welcoming, supportive and accessible environments for all community members to undertake physical activity

Policy position

Council is committed to ensuring that all events held on Council owned or managed land are safe, accessible, well planned and consider and manage potential impacts. Council will provide a clear application process, checklist and supporting guidelines to articulate the requirements event organisers must meet when applying for use of Council owned or managed land for events.

Policy implementation

The Policy Framework comprises 4 aligning documents which guide event organisers through the application process for events on Council owned or managed land.

Events Held on Council Land Policy

An overarching policy document that articulates Council's aims in relation to approving events on Council owned or managed land.

Events on Council Land Policy



Agreement Letter & Schedule of Conditions

Outlines to the applicant the specific information, permits and supporting documentation required for approved use of Council owned or managed land for the requested event.

Events Planning and Procedure Handbook

A detailed resource providing information on how to thoroughly consider the intended audience, site requirements, logistics and potential impacts of an event.

Community Facilities Pricing Policy

Provides an overarching framework that guides the pricing of Council owned or managed community facilities and ensures a consistent and transparent approach to the pricing of such facilities. The policy is supported by the Seasonal and Casual Pricing Schedule which outlines the approved rates for a four-year period.

Roles and Responsibilities

The approval process for approving events on Council land may involve multiple departments. The key service areas are as follows:

Sport & Recreation - responsible for receiving and processing applications for use of open space for events.

Sportsfields - responsible for approving the suitability of the sportsfield for the proposed activity and any site-specific stipulations

Parks & Open Space - responsible for approving the suitability of the park and open space for the proposed activity and any site-specific stipulations

Risk Management - responsible for providing guidance on risk policies and processes related to events on Council land

Arts & Cultural Development - responsible for assessing suitability of arts and cultural events and supporting approved events through to completion

Children's Services - responsible for assessing suitability of events in early childhood and primary school sector and supporting approved events through to completion

Youth Services - responsible for assessing suitability of events in the secondary school sector and supporting approved events through to completion

Integrated Planning - responsible for assessing suitability of sustainable events and supporting approved events through to completion

Business and Activity Centre Development - responsible for assessing suitability of events in business precincts, including Ringwood and Croydon Town Squares and supporting approved events through to completion

Events on Council Land Approval Process

Events held on Council land can range from small functions to large-scale events requiring complex management and approval from multiple areas of Council. All applicants are required to submit an online application form for an initial assessment. Applications will be assessed according to their level of risk. Where Council approves the use of Council land for an event, a letter of agreement containing a schedule of conditions will be forwarded to the applicant. This letter will outline the conditions under which the event may proceed.

Events on Council Land Policy



The minimum timeframes for Council to determine an application are as follows:

- Application to be lodged six months prior for large annual events.
- Application to be lodged six months prior for any event that will require road closures, fireworks, other regulatory permits and/or temporary changes to Local Laws.
- Applications for smaller events must be lodged four months prior to the event, where practicable.

Once land use is approved, events requiring an Event Plan as a condition of use must submit the plan and all supporting documents to Council at least 4 weeks prior to the event taking place.

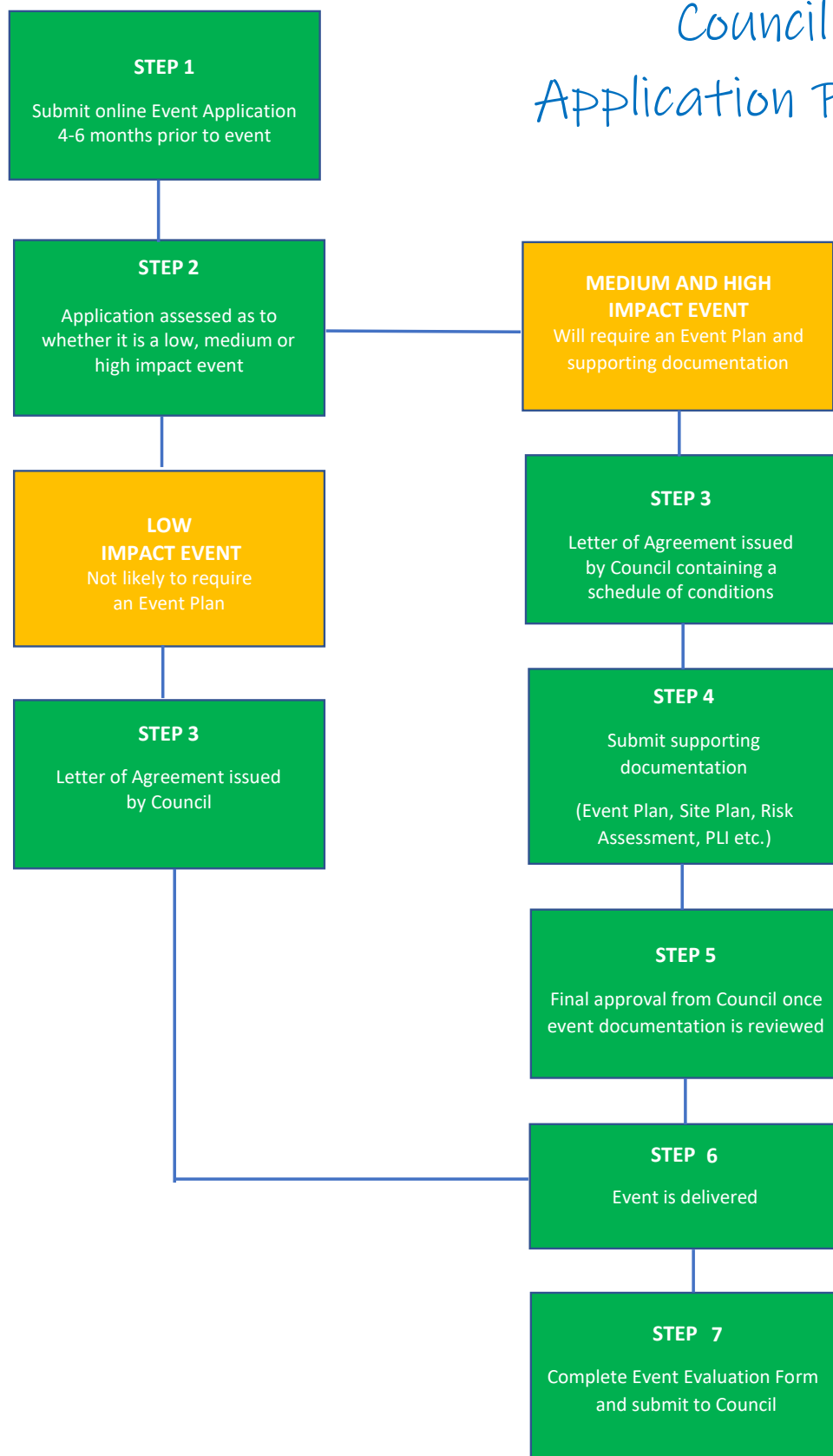
If an event is deemed too high a risk, or insufficient time has been allowed for approval, Council will not approve the use of the land.

All employees, contractors and volunteers are responsible and accountable for keeping accurate and complete records of activities related to their event management. Records created, received and maintained by individuals and organisations in conducting events must be kept as evidence of such activities.

Events on Council Land Policy



Council Event Application Process



Events on Council Land Policy



Assessment Criteria

The following criteria will be considered when determining whether a proposed event shall be granted approval.

- Nature of event
- Suitability of site
- Scale of the event
- Public safety
- Impact on Community and amenity
- Ability to conduct the event
- Community benefit

Event Risk Levels

The table below identifies the level of risk associated with different scaled events. This table is used by Council to determine the impact of an event and the process to be implemented. Council may deem some activities to be too unsafe to proceed or if an event does not meet Council policies or insufficient time is given to prepare for the event, this may also preclude events from proceeding.

Risk Level	Event includes
Low Risk	Small event up to 50 people with minimal infrastructure, no impact on traffic conditions or extensive activities – not likely to require an event plan
Medium Risk	Medium event over 50 people, may impact on traffic conditions, medium noise impact, food and beverage trading, amusements, performers - event plan required
High Risk	Large event over 2500 participants, substantial infrastructure required, fireworks\ pyrotechnics, high noise impact, road closures, - event plan required.

Hire Fees

Hire fees are payable for events held on Council land.

- Fees are determined according to Councils Community Facilities Pricing Policy and identified in the Seasonal and Casual Pricing Schedule.
- Security bonds may be required for some activities at Council's discretion.

OH&S and Risk Management

Event organisers have an obligation to ensure that all potential risks associated with an event are identified and managed.

It is also required that appropriate systems for incident reporting and injuries should be in place and undertaken in a timely manner.

All employees, contractors and volunteers working on the event are required to be properly inducted and educated on accident, injury, emergency and risk management procedures prior to the commencement of the event.

Event Noise or Disruption

Event organisers have an obligation to ensure that their event complies with all requirements as set out by the EPA in relation to noise levels. On Council land, Event organisers are required to conduct a letterbox drop 14 days prior to residents in a 500m radius of the event site for any events that will generate significant noise or disruption for local residents/businesses.

Events on Council Land Policy



Use of Public Space for Private Functions

Council does not require a booking of local parks for private functions of under 50 people, such as birthday parties. Use of public open space is permitted providing public access is maintained. No part of Council parks and reserves are available for exclusive use by private functions. No infrastructure other than tables and chairs can be brought into Council parks and reserves for private functions.

Ringwood Town Square and Croydon Town Square

Ringwood Town Square and Croydon Town Square are owned by Maroondah City Council and provide a central, multi-use open space that can be enjoyed by all members of the Maroondah community.

Council programming of Ringwood Town Square and Croydon Town Square must meet a range of key principles. All enquiries for Ringwood Town Square and Croydon Town Square must be made through Council's Business and Activity Centre Development Team.

Termination of use of Public Space

Council reserves the right to terminate any use of public open space at any time, including on event day, for reasons including but not limited to, environmental protection or public safety. Reasonable notice will be given if there are changes in policy and/or legislation or if Council determines another use requires the land for any period of time.

Policy Compliance

Failure to comply with application timeframes, conditions of approval, or the omission of any required permits, planning documents or certificates may result in the following:

- Event organisers to attend a meeting with relevant Council Officers to discuss the requirements for the event to proceed.
- If the requirements stipulated by Council Officers to hold an event on Council land are not upheld by the applicant individual or organisation, the proposed event and/or future events may be denied.

Circus Performances

Council does not permit the use of Council owned or managed land for the purpose of commercial circuses that require significant infrastructure and/or onsite residency. This does not include acrobatic circus performances that are able to be run in/on Council owned or managed land and require no significant infrastructure.

Commercial Events

Commercial events are categorised as A, B or C as per the table below. The supporting document, Maroondah Parks and Reserves Event Matrix identifies which parks and reserve are suitable for commercial events. Commercial events will be charged at the commercial rate as stipulated in the Seasonal and Casual Pricing Schedule.

Category A	Small Event
Category B	Medium Event
Category C	Large Event

Events on Council Land Policy



Category B and C commercial events ie. Food Truck festivals, ticketed events or events that operate for a period of 2 or more days (including bump in and bump out) are only permitted to take place in locations that have been approved by Council. Refer to supporting document Maroondah Parks and Reserves Event Matrix for a list of sites. Category A commercial events may be allowed to take place in other locations as indicated in the matrix.

Restrictions - Commercial Events that will NOT be approved

- Events involving the promotion or advertising of tobacco, alcohol or gambling
- Events that are illegal or which promote or incite gambling
- Events that do not align with Council's key strategic directions
- Events which are deemed to be of detriment to Maroondah residents accessing public space
- Events which may be detrimental to the environment
- Events that do not demonstrate benefit to Maroondah

Related policies, strategies, procedures and guidelines

The *Events Held on Council Land Policy* sits within Leisure's broader Community Facilities Planning Framework aligning with the Community Facilities Occupancy Policy, Community Facilities Pricing Policy and Community Facilities Hire Policy.

The Strategy supports Council's **Physical Activity Strategy 2015- 2020** which guides Council's commitment to supporting Maroondah Residents to undertake regular physical activity and highlights women as a population cohort requiring specific intervention to improve participation rates and frequency.

The Strategy also relates to the Council's **Open Space Strategy 2016 – Connecting People and Spaces**. Related Key actions include:

Policy Position 13 - Open space management

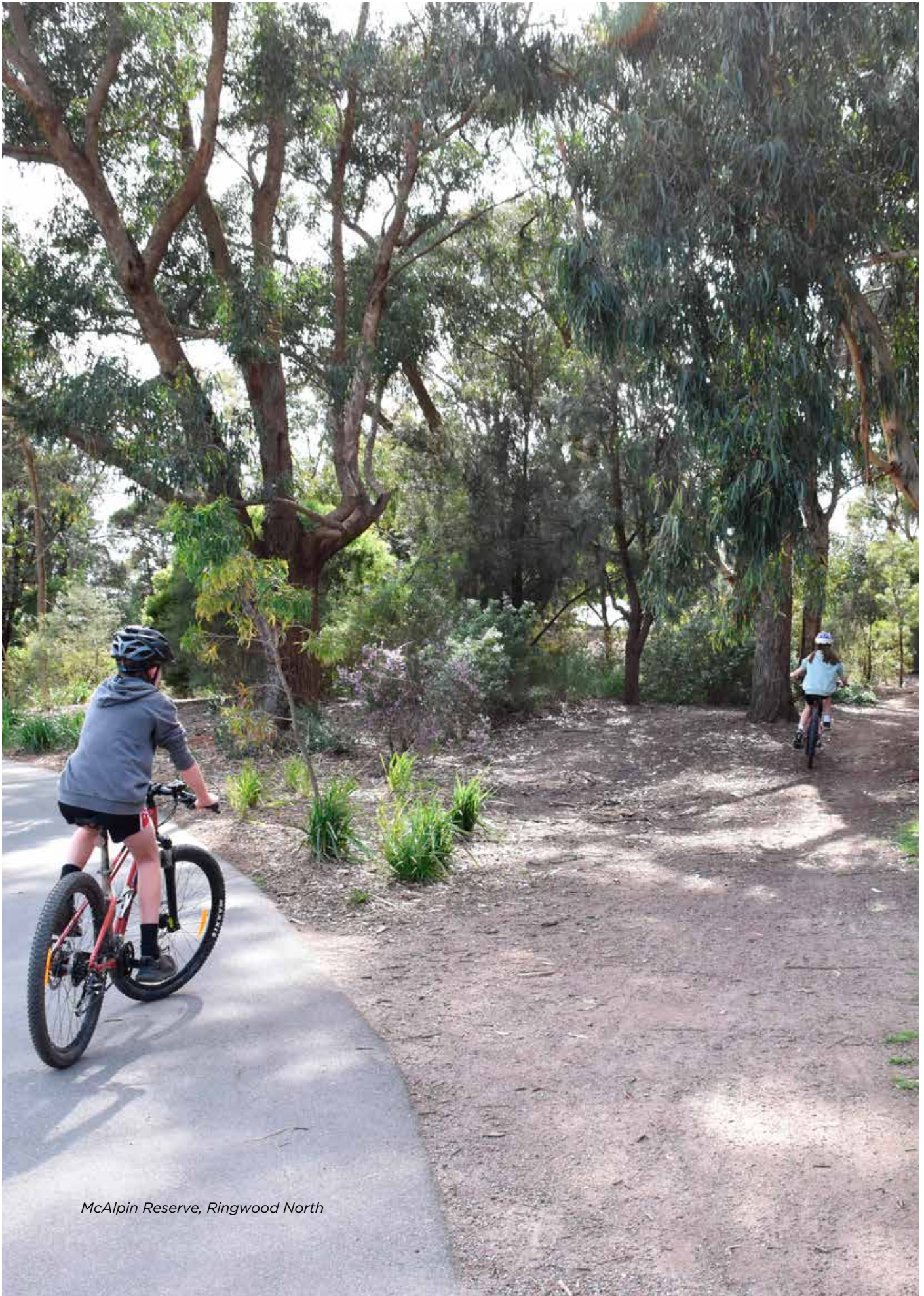
7. Review open space capacity to host specific events, including mapping available infrastructure (car parking, amenities, utilities, etc.) to ensure spread of adequately resourced parks for Council and public events
8. Develop equitable and transparent processes for responding to and administering requests for commercial and non-commercial organised activities within open space
12. Ensure that Council policy on allocation and use of open space is consistent with its position on responsible consumption of alcohol, gender equity and encouraging diverse use.

Supporting documents

Maroondah Council Event Planning and Procedure Handbook 2021
Maroondah Council Fireworks Policy 2021
Community Facilities Pricing Policy 2020
Community Facilities Occupancy Policy 2020
Maroondah Parks and Reserves Event Matrix

Maroondah City Council Annual Report 2020/21





McAlpin Reserve, Ringwood North

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Acknowledgment of Country

We, in the spirit of Reconciliation, acknowledge the Wurundjeri People of the Kulin Nation as Traditional Custodians of the land now known as the City of Maroondah, where Indigenous Australians have performed age old ceremonies. We acknowledge and respect their unique ability to care for Country and their deep spiritual connection to it. We pay our respects to their Elders, past, present and emerging.

Cover: As part of the 20-Minute Neighbourhood Place Activation Pilot Project, a pop up park was built at Eastfield Shopping Centre, Croydon South

Welcome to the Maroondah City Annual Report 2020/21

The Annual Report provides a record of the achievements, performance and financial management of Maroondah City Council for the 2020/21 financial year in delivering a wide range of services to its community.

Council is committed to transparent reporting and accountability to the community. This Annual Report is a key tool used to advise the Maroondah community of Council's performance during the financial year against the *Council Plan 2017-2021 (Year 4: 2020/21)* and *Annual Budget 2020/21*.

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

Requirements include a report of Council's operations, audited performance statement, audited financial statements, and copies of the auditor's reports on the performance and financial statements.

Council endorsed the financial report in principle at its meeting on 16 August 2021 and the Audit and Risk Committee reviewed these financial statements at its meeting on 19 August 2021. 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 2020/21 Annual Report is divided into seven sections:

1	Our Highlights	Provides reflections from the Mayor and CEO and outlines key capital works and highlights from 2020/21.
2	Our City	Profiles the City of Maroondah outlines our vision and details Council's integrated planning framework.
3	Our Council	Provides details of our Councillors, Wards and the Council organisation.
4	Our Performance	Identifies 2020/21 achievements relating to Council's eight outcome areas outlined in the <i>Council Plan 2017-2021 (Year 4: 2020/21)</i> . Each outcome area includes information on achievements, challenges, future directions, interesting facts and statistics, as well as Council's performance against the commitments identified in the Council Plan.
5	Corporate Governance	Reports on governance procedures and risk management.
6	Statutory Information	Provides information linked to statutory requirements including the Victorian Local Government performance indicators and the Local Government Performance Reporting Framework.
7	Financial Report	Includes detailed financial statements which fulfil Council's reporting requirements.

Our highlights

Message from the Mayor and Chief Executive Officer

We are pleased to present the 2020/21 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 2020/21, we continue to have our sights firmly set on the future. To ensure we are well placed for the future, we have developed the new four year *Council Plan 2021-2025*, based on the community directions in *Maroondah 2040 - Our future together*, and the feedback from our community through the many consultation activities undertaken recently.

Other strategic and long-term planning has taken place resulting in the completion of a new Children and Families Strategy; a new 2 year Youth Strategy Action Plan; and a new Liveability and Wellbeing Strategy, which will provide longer-term direction and the key priorities to improve the health and wellbeing of the Maroondah community. In response to the ongoing COVID-19 pandemic, Council has also prepared a *Maroondah COVID-19 Recovery Plan*.

We have continued to plan for the future of our two key Activity Centres. The Ringwood Metropolitan Activity Centre Masterplan 2018 was adopted by Council in November 2018 replacing the 2004 Ringwood Transit City Masterplan. Council has prepared *Amendment C130* to implement the objectives and strategies of the Masterplan. The process for inclusion of C130 in the Maroondah Planning Scheme progressed over the past 12 months, with a Planning Panel hearing held in July 2020 and a report to Council in December 2020. The Amendment has been submitted to the Department of Land, Water and Planning.

Council has continued to work with key stakeholders, user groups, and the community on the development of the Croydon Community Wellbeing Precinct Masterplan and the development of concept plans for the various community and recreational hubs. This long-term project will bring together a range of community services, programs and activities for people of all ages and abilities within a parkland setting in the Croydon Activity Centre.

Council continued its advocacy to the Victorian Government and the Australian Government to seek funding opportunities for a range of significant projects that will benefit the Maroondah community. Commitments during 20/21 include



Victorian Government funding of \$8.6 million for intersection and bridge improvements at Canterbury and Heathmont Roads, \$2 million for Dorset Recreation Reserve and \$2.5 million for JW Manson Reserve, \$600K for McAlpin and Yarrunga Reserves, and \$275K for a new dog park in Ringwood North, as well as funding from both levels of government for a range of other sporting and community facilities.

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

We have successfully completed the fourth year of the four-year Council Plan during one of the most challenging years in recent times.

The COVID-19 pandemic was declared on March 11, 2020, with a profound impact on our community. Council has continued to provide the majority of its services during the various stages of the pandemic and the government restrictions over the past 12 months. However, the long-term closures during 2020 and short reactive shutdowns during the first half of 2021 has resulted in a cumulative loss of approximately \$20 million across the 2019/20 and 2020/21 financial years. These closures and shutdowns particular impacted our leisure facilities, including Karralyka, Aquanation, Aquahub, our stadiums and golf courses. It has also meant a redirection of resources and/or funding in excess of \$10 million to respond to COVID-19 in the 2019/20 and 2020/21 financial years.

While noting the above, Council's 2020/21 Budget and Long Term Financial Strategy (LTFS) continued to be based on sound financial management, as well as an understanding of the rising cost of living facing ratepayers along with consideration of the significant financial impacts of the COVID-19 pandemic.

Annual Report 2020/21

The LTFS outlines Council's projected financial position for the next 10 years and provides a guide to the community, Council and management in their analysis of options and decision-making about the future directions and operations of Council.

The LTFS demonstrates our long term financial sustainability and ensures we can continue to invest in community facilities and services while operating within the rate cap environment as set out in *The Local Government (Fair Go Rates) Act 2015*. Maroondah City Council complied with the Victorian Government's 2020/21 rate cap of 2.0 per cent over the average property rate of Council.

While we continue to manage the impacts of COVID-19, we are very proud of the work that has been achieved by the organisation, in partnership with the Councillors and the community. Council has continued its best practice service delivery while ensuring prudent financial management and investment in Council's employees to ensure they have the skills, knowledge and tools to meet the needs of the Maroondah community.

The significant achievements of the past year should be celebrated and are detailed throughout this report. We commend it as a record of the extent of what has been accomplished to ensure our City, and the Maroondah community, continues to be active, prosperous, vibrant, sustainable, accessible, thriving, inclusive and empowered.

Key highlights

The COVID-19 pandemic continued to significantly impact the Maroondah community in 2020/21, and Council continued to implement an organisational structure to implement a coordinated relief and recovery framework. The framework aims to support a community led recovery through: the provision of up-to date community information and engagement; coordination of personal support; referrals for emergency shelter, food, material aid, relief and counselling; recovery initiatives that build on community strengths and needs; monitoring of the social and economic impacts of COVID-19; support for our CALD community; support for local business and economic activity; while ensuring the continuation of Council service delivery. Further information can be found on page 10 and 11, and throughout this report.

Maternal & Child Health service supporting families

Maternal and Child Health service has developed strong partnerships to improve the mental health wellbeing of children and their families through improved referral pathways. In addition, the increased demand due to COVID-19 saw a range of services offered via Zoom, phone or Facebook.

In March 2020 the service expanded its face to face offering when it opened a centre in Eastland, providing a convenient alternative for parents.

Walking sports provides options for people over 50

A variety of walking sport programs, including football, netball cricket and pickleball provide modified sports that provide low-intensity cardio, strength, flexibility and balance for people aged over 50. These programs have been designed so anyone can play, regardless of age, ability or fitness level, with a number of come and try days held over the past 12 months.

Improvements to sporting pavilions

The redevelopment of the Griff Hunt Sporting Pavilion in Croydon North was completed in 2020/21. The project included the rebuild of ageing changeroom facilities with focus on inclusiveness and accessibility for all abilities. The Pavilion is home to the Maroondah Rugby Club and Maroondah United Football Club.

The design for the \$1.5 million Cheong Pavilion redevelopment includes the demolition and reconstruction of the changerooms and amenities and includes the provision of female friendly and accessible facilities. The project will also include umpires changerooms, storerooms, and major improvements to the existing multipurpose area.

A number of new facilities were formally opened, including the new HE Parker multi sports pavilion in April 2021 and the Silcock Pavilion in May 2021. Both facilities will provide significant improvements for their user groups, providing female friendly facilities with designs that ensures inclusiveness and all-abilities access.

Small Business Friendly Charter

Council became a signatory to the Small Business Friendly Council (SBFC), in partnership with 54 local councils to provide small business owners with the support they need to do business. Charter commitments are aimed at creating a fair and competitive trading environment for small businesses.

Developing youth leadership

The annual Student Wellbeing Action Team (SWAT) program saw a select group of Year 10 students from six Maroondah secondary schools participate in this annual leadership program. SWAT supports young people to uncover their strengths and use their new skills to lead a wellbeing project in their own school. The 2021 topics included teamwork, leadership skills and knowledge of personal and community wellbeing.

Karralyka goes online and launches new website

A new look Karralyka website was launched in February 2021 to coincide with the start of the new theatre season. The new website is responsive to all devices and includes a new online ticketing system. While many performances have been cancelled during 2021, it will be a valuable resource for our patrons in coming years. And despite the cancellation or postponement of many onsite events and performances, Karralyka continued to offer livestreaming of selected performances that could be accessed free from home.

Christmas in Maroondah

With many events impacted by the pandemic restrictions, including the annual Maroondah Carols, a number of smaller events were organised to share the Christmas spirit. Wyreena Community Arts Centre provided a magical series of Christmas windows with vignettes created by local designers. The Elf on the Shelf campaign encouraged the community to find one of Santa's 'elves' at shopfronts and other locations in Maroondah and residents were encouraged to decorate their houses through the Light Up Maroondah competition. Spreading cheer in the community was also achieved through Christmas banners and decorations on display throughout local shopping precincts, and nativity scenes at Ringwood Clocktower Park.

Carbon Neutral Certification

In 2008 Council made the commitment to becoming carbon neutral and in December 2020 achieved Carbon Neutral certification by Climate Active. Certification recognises

that through our operations, Council is removing as much carbon from the atmosphere as we are contributing. Over the recent years, changes have been made to services and facilities in order to achieve this commitment including: 5-Star GreenStar certification for the Realm office; delivering building energy efficiency upgrades to Aquahub, Aquanation, Maroondah Federation Estate, Realm and The Rings under an Energy Performance Contract; and replacing street lighting with LEDs.

Standards for Canopy Tree provision

The development of the Maroondah Minimum Standards for Canopy Tree Provision is a key step towards ensuring urban development contributes to sustaining Maroondah's current high levels of canopy cover into the future. These standards establish landscaping requirements, to ensure that newly planted canopy trees can achieve their full potential in terms of growth, health and longevity.

Accessibility improvement works

A range of accessibility improvement works were undertaken during 20/21 and include the construction of a new footpath on the east side of Laurence Grove in Ringwood East linking Knaith Road to Railway Avenue; construction of three indented disabled parking spaces adjacent to Knaith Road Reserve; construction of an accessible ramp to the Senior Citizens Centre in Knaith Road Reserve; and the conversion of the existing pedestrian crossing at the intersection of Laurence Grove and Railway Avenue into a raised crossing.

20-Minute Neighbourhood project

Following the success of Stage 1 of this project Council received two Victorian Government grants to deliver place activation projects at Croydon South and Ringwood East.

These projects have allowed a new approach to be trialled that encourages community connection to place, as well as supporting social and economic recovery from coronavirus (COVID-19) through the delivery of temporary place activations, infrastructure, and community events in our local activity centres.

Activations at the Eastfield Shopping Centre in Croydon South provided a temporary 'pop-up' space to improve the vibrancy of the centre by delivering place-based, community-focused activities including local events and public art projects.

Tarralla Creek Stormwater Harvesting Scheme

In partnership with the Victorian Government and Yarra Valley Water, Council is delivering the Tarralla Creek Stormwater Harvesting Scheme. The scheme will provide irrigation for four sportsfields within the Croydon precinct and include the construction of a Gross Pollutant Trap, a 900kL underground storage tank within the Town Park Athletics field, a 500kL header tank at Croydon Park Oval and associated treatment and pumping infrastructure. Construction works are scheduled to commence in early 2022.

Social Technology Project for our older residents

The Social Technology Project is the first of its kind for Maroondah and was offered to existing and new Kerrabee members as a way to stay connected while in isolation. Many people in the community are unable to navigate online programs, so Council offered 1:1 training using a free loan device with data to encourage people to give online activities a go. Council also established a new online social group program, Virtual Engagement Recreation Activities (VERA) with a focus on activities for the body, mind and spirit while connecting with other people. An added benefit for participants was being able to use their new skills to also connect online with family and friends.

Annual Report 2020/21

Homelessness Charter

Council has partnered with twelve other municipalities in adopting a Homelessness Charter and advocacy campaign calling for more social housing to end homelessness. The Charter focuses on a shared commitment to advocating for inclusive housing growth, scoping and identifying land in areas to be repurposed for adaptable housing, and advocating together for inclusive housing growth including mandatory inclusionary zoning.

Implementing the new Local Government Act 2020

The new Local Government Act is being implemented in four transitional stages, during which time it will co-exist with many of the provisions within the former Local Government Act 1989, up until 1 July 2021. Council is committed to working through each phase and has actively participated in developing key policies, while also meeting all timeframes for implementation.

Keeping our community informed and engaged

Council continues to provide information across a range of channels and platforms, both traditional and digital. Multimedia and video output increased during 20/21, the fortnightly eNewsletter provides news on Council's services, activities and events and as well as this important COVID health and support information to our community. Information has also been supplemented with a number of printed bulletins sent directly to our residents.

Awards and recognition

Maroondah City Council is proud to be recognised for its commitment to leadership and service excellence. A selection of the honours received during 2020/21 are highlighted below:

2020 AILA National Landscape Architecture Awards - Eastern Regional Trails Strategy - Infrastructure Category Winner

The Eastern Regional Trails Strategy is a document that establishes priority linking projects across seven local government areas with a view toward an interconnected shared trail network. A total of twenty-two existing or potential trails were identified and assessed as part of this study. It is a guiding document that will underpin the development of a cohesive trail network in Melbourne's outer-east by equipping decision-makers with tools to advocate for investment in open-space infrastructure. The Strategy was developed in partnership between Maroondah City Council and six Local Government Area partners, in conjunction with Fitzgerald Frisby Landscape Architecture, who were the lead consultants on the project. Sport and Recreation Victoria were a funding partner.

2020 Planning Institute of Australia Excellence Awards (Victoria) - 20 Minute Neighbourhood Project - Healthy Active by Design Category Winner

2020 Planning Institute of Australia Excellence Awards (Victoria) - 20 Minute Neighbourhood Project - Best Planning Ideas Large Project Category Commendation. This award recognised Maroondah City Council, GTA Consultants and Department of Environment Land Water and Planning on a collaboration project that supports healthy and active living with the intent to increase a community's physical activity and health outcomes in the built environment.

The 20-minute neighbourhood project in Croydon South is all about 'living locally' - giving people the ability to meet most of their daily needs within a 20-minute walk from home, with safe cycling and local transport options.

Judges were impressed with the project's health outcomes and that it seeks to improve the public amenity, accessibility and attractiveness of the Eastfield Shopping Centre and surrounding community suburbs.

2021 LGPro Awards for Excellence - 2020 Reconciliation Week Program - Indigenous Community Partnership Category Finalist

The 2020 Reconciliation Week program was developed in partnership between Maroondah City Council, Mullum Mullum Indigenous Gathering Place (MMIGP) and Maroondah Movement for Reconciliation. The program resulted in a strengthened partnership between the three organisations, increased audiences and capacity building. While the organisations have worked together to present annual Reconciliation Week events over a number of years, the particular challenges of 2020 (COVID pandemic) resulted in very high levels of trust and collegiality and strong outcomes. The online program was well received and the enhanced rapport between the organisations has led to new programs to benefit the MMIGP community.

Australia Day awards

The Maroondah Australia Day Awards recognise the achievements of Australians and the contribution they make to the Maroondah community. The nomination process for the awards is open throughout the year, with the annual awards presented on Australia Day, and in three categories.

Maroondah's Citizen of the Year was awarded to Anupa Shah for her significant support to the Maroondah community. After moving to Australia in 1999, she started volunteering her services to a range of organisations.

Anupa works as a volunteer for the Sikh Volunteers Australia Organisation, a non-profit volunteer organisation focusing on reducing distress in the community by providing free food to disadvantaged families.

Anupa also participates in the Food and Blanket Drive Project where she provides support for homeless people, distributing home-cooked food and blankets. She also volunteers to visit older people in their homes who are isolated from society, providing a friendly face and conversation; and she provides respite support for foster families.

Young Citizen of the Year was awarded to Lachlan Kennedy for his contribution to the wellbeing of young people in Maroondah. Lachlan was one of the Heathmont College school captains for 2020 before he finished his VCE.

Lachlan is a current member of the Maroondah Youth Wellbeing Advocates program which provides two-way engagement between Council and young people. Lachlan has shown maturity in providing feedback on important Council documents and is always willing to share his opinion in a respectful manner. Lachlan also created a wellbeing project at school as part of the Maroondah Student Wellbeing Action Teams project.

Lachlan MC'd the 2020 Maroondah Youth Awards, has been involved in multiple video projects with Council, and is following his passion for working with people by studying a Bachelor of Youth Work in 2021.

The Community Event of the Year was awarded to Glen Park and Eastland Food Relief Collection Services, for their partnership to provide meals during the COVID pandemic. Glen Park Community Centre pivoted its Order and Collect service to provide food relief meal distribution, to help keep those in need fed during the challenging time for Victorians.

The Centre partnered with Eastland and launched the Eastland Order & Collect service in May 2020, allowing customers to place an order directly over the phone at any participating Eastland retailer and collect on the same day from the convenience and safety of their car through the Eastland Valet area.

This partnership has allowed Glen Park to be able to connect with people in need who may not have known about or had access to Glen Park Community Centre previously, enabling more members of the community who may be struggling to gain support and easier access given Eastland's proximity to public transport. The service will continue to support the Maroondah community post this pandemic.

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.

Council's 2021 results remain steady when compared with the past five years and continues to perform well in terms of 'overall performance' (65) when compared the state-wide average results (61).

Performance across some individual service areas has improved in the past year, in particular relating to Council's response to the coronavirus (COVID-19) pandemic including increases for 'family support services' (66 to 69), 'elderly support services' (64 to 67), 'disadvantaged support services' (60 to 64), and 'emergency and disaster management' (67 to 72).

Other highlights of the 2021 survey include:

- The rating for 'recreational facilities' (79) was four points higher compared to the metropolitan Melbourne average (75), and eight points higher than the state wide average (71)
- The rating for 'waste management' (74) is five points higher compared to the state-wide average (69)
- The rating for 'condition of sealed roads' (67) is ten points higher compared to the state-wide average (57)

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

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



Cr Kylie Spears
Mayor



Steve Kozlowski
CEO

Responding to the impact of the coronavirus (COVID-19) pandemic

The COVID-19 pandemic is unlike any other event in recent times. Its impacts have been global, deep and profound, and has changed the way we live and almost every aspect of our lives for the foreseeable future.

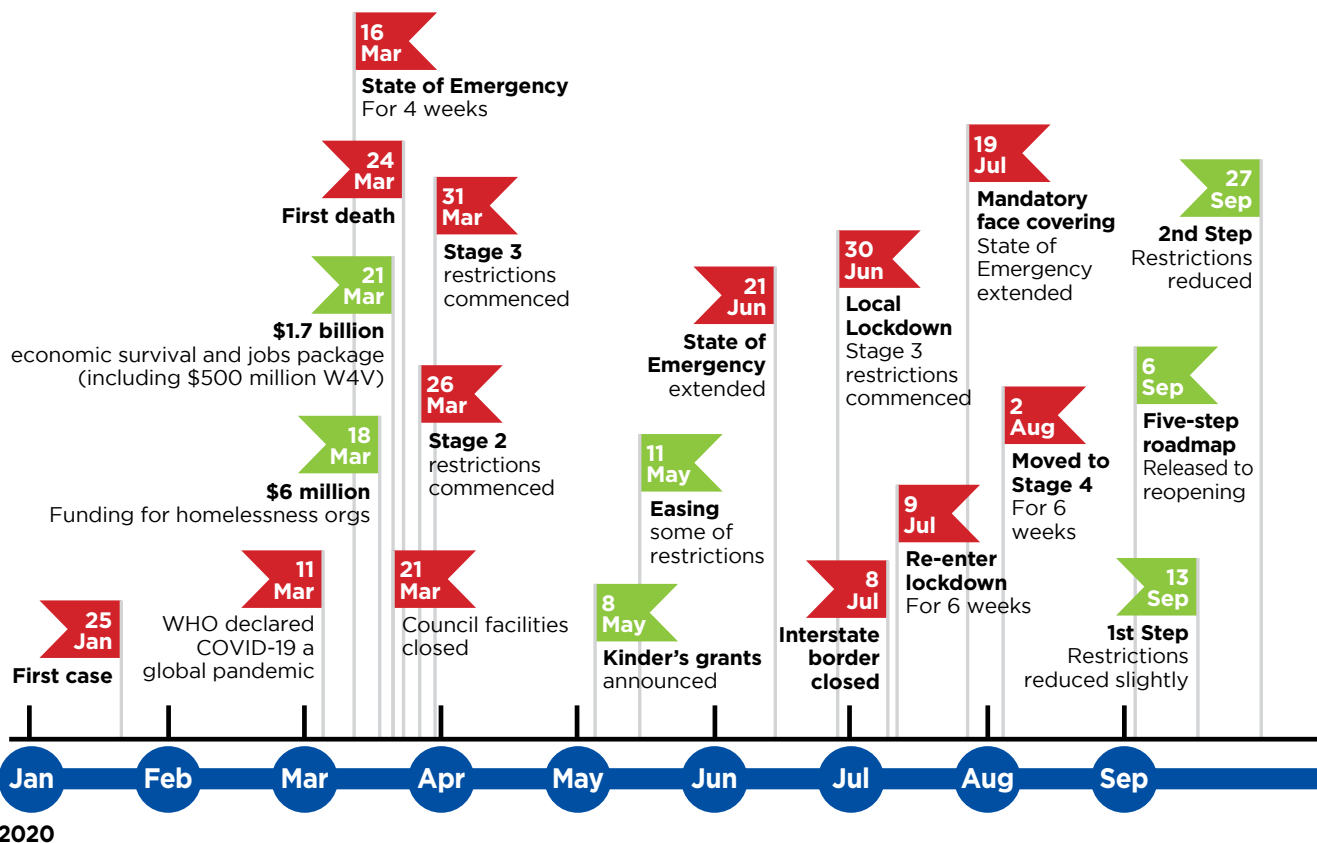
COVID-19 was first identified in Wuhan, China in December 2019. The first case outside of China was recorded on 13 January 2020. Since then, there have been over 190+ million confirmed cases and over 4.08 million deaths. These numbers are expected to continue to grow with more recent strains of the virus more infectious.

Compared to most other countries, Australia has been relatively successful in containing the spread of COVID-19, as a result of prolonged national border closures (since March 2020) and localised state and capital city lockdowns and restrictions. Nationally, (as at 17 July 2021) there have been 31,771 confirmed cases and 913 lives lost.

Australia's COVID-19 vaccine rollout is underway, with over 10 million doses administered to 17 July 2021.

Victoria has fared far worse than any other Australian state, experiencing a second wave of COVID-19 from June to October 2020, followed by a further three periods of lockdown. Victorians have now been living with various forms of restrictions since March 2020. As at 17 July 2021, there have been over 20,785 confirmed cases in Victoria (40% of national total) and 820 deaths (47% of national total).

The City of Maroondah has had relatively few COVID-19 cases - only 113 since the pandemic began. This is fewer than any other Eastern Metropolitan Region Council. Despite having few cases in the municipality, the impact of staged restrictions on Council and the community has been significant.



Impacts of COVID-19

Throughout the 2020/21 financial year the complexity of recovery and providing certainty in planned actions were exacerbated by the continuing threat of community infection and the lack of a definitive timeframe for the complete rollout of the vaccine program. As a series of staged restrictions were implemented in Greater Melbourne across the financial year to reduce transmission, a broad range of social and economic impacts were felt by our Maroondah community.

The social and economic impacts have implications for individuals, families and communities and exacerbate pre-existing social problems. Like all disasters, the impacts of the pandemic are not distributed evenly across the community, with some groups more disadvantaged and impacted than others.

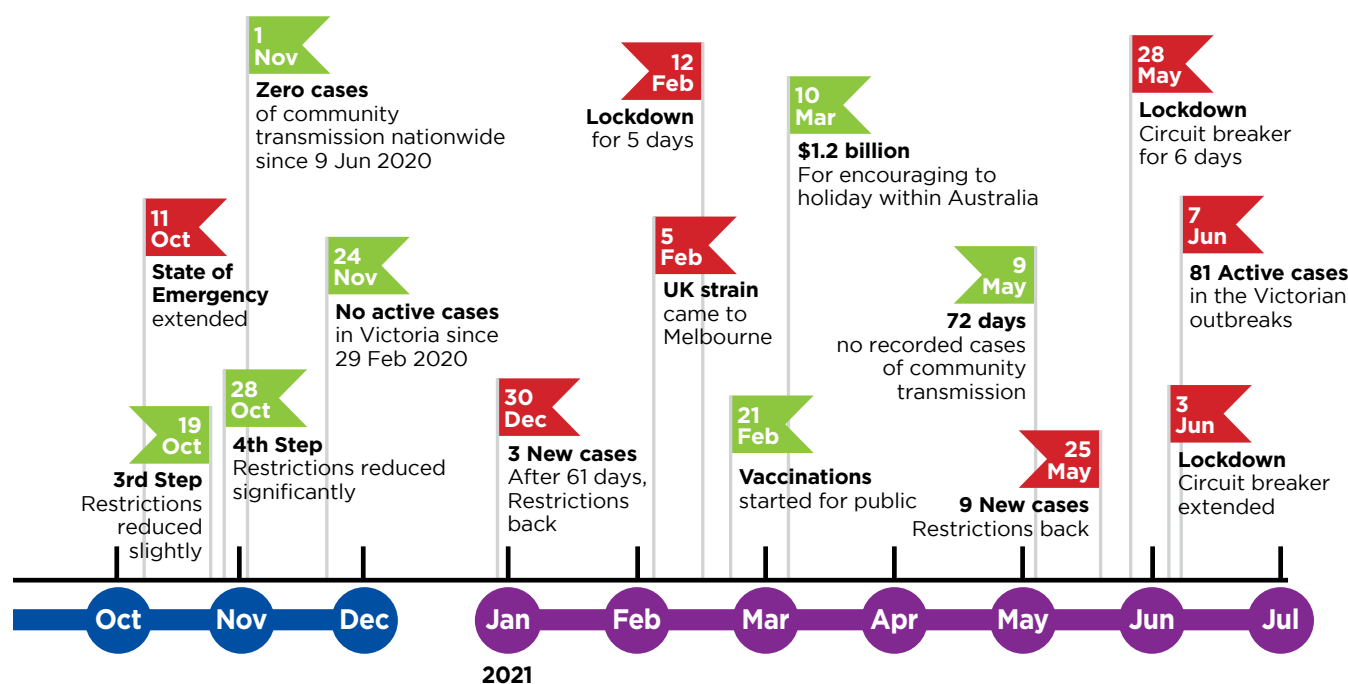
The community highlighted both positive and negative impacts. In July and August 2020, Council asked the Maroondah community how they had been affected by the pandemic. Feeling part of the community was identified as the top positive impact whilst the inability to undertake recreation activities, hobbies and interests was the top negative impact.

The community has also spent more time feeling anxious, worried or experiencing mental health concerns, and mental health support was identified as the most needed support for the community - receiving almost twice as many responses as any other support mechanism.

Maroondah businesses have also been severely impacted with 95% of businesses indicating that they have been, or will be, affected by COVID-19. Revenue loss was the number one impact followed by customer loss and increased costs. The key areas of support identified as required by Maroondah businesses was financial support, followed by financial guidance and information.

The pandemic has occurred at a time when Council had a range of key activities underway including implementation of the *Local Government Act 2020*, Council elections, as well as the transition of Council's administrative facilities to Realm.

Council's facilities have been required to close under Chief Health Officer direction on up to five occasions, resulting in over nine months of closures for most of Council's leisure, customer service, library, arts and youth facilities. The long-term facility closures during 2020 and short circuit-breaker shutdowns during 2021 have resulted in a cumulative loss of approximately \$20 million across the 2019/20 and 2020/21 financial years.



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A broad range of essential Council services (i.e. emergency relief, waste collection, road and footpath repair) have continued to operate during COVID-19 restrictions, whilst the service delivery model of other Council services has been adapted in order to continue to provide a service to the Maroondah community that complied with restrictions (e.g. online/phone maternal child health consultations).

Council's 2021/22 comprehensive result was \$28.5M less than forecast. Despite this, Council remains in a sound position financially with all VAGO financial sustainability risk indicators showing results within acceptable low to medium risk levels. In 2020/21, Council received over \$3.3m in Victorian Government Grants related to the COVID-19 pandemic.

Council's response to COVID-19

Councils play an essential role in the state's emergency management arrangements by preparing communities to respond to and recover from emergencies. To navigate the COVID-19 pandemic, Council established a Crisis Management Team in March 2020. During peak periods of the pandemic, the Team was meeting daily to respond to the rapidly changing situation and restrictions.

The Team has been supported by the COVID Action Team and three Working Groups. Council also put in place dedicated a temporary resourcing structure in May 2020, initially for a three month period. This was extended as the pandemic continued, with a number of roles currently in place until October or December 2021.

At a local level, the coordinator of relief and recovery is local government. Councils are often a conduit between state government agencies, local communities, not-for-profit organisations and service providers.

An effective response to emergencies affecting the Maroondah community was only achieved through building on the strong partnerships that already exist. These partnerships involved non-government and government organisations, community-based groups, service clubs, churches and the private sector working closely together throughout the year with the people and communities affected by the emergency.

These partnerships also provided an opportunity to support the establishment of a local vaccination clinic in the ex administration facilities in Ringwood East and a number of pop-up COVID testing clinics within the city.

Council's service delivery and activities have supported the needs of our community in the form of fee and permit relief, deferral of due dates, coordination of emergency relief, provision of community support, provision of business support, implementing early recovery initiatives, and reprioritisation/adaption of service delivery.

Community recovery from COVID-19

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



Ratepayers

- Interest waiver on outstanding rates
- Rate payment arrangements based on individual circumstances



Sports clubs

- No charges for winter training or competition
- Summer clubs charged a pro rata free from the start of competition



People sleeping rough

- Established a new service for people experiencing homelessness to access showers using local sporting facilities



Business

- Charges waived or deferred for outdoor dining permits and some renewal fees
- Design and digital distribution of health and wellbeing tips
- Provision of free expert business and mental health assistance

The Plan was informed by engagement with over 1,100 stakeholders (via phone calls and survey) and almost 3,000 Maroondah community members (via surveys and a focus group).

Council officers worked with leading recovery experts to consider a holistic overview of the recovery priorities and how the social, economic, cultural, human, political, natural and built environments have a profound impact on health and wellbeing.

The priorities highlighted in the *Maroondah COVID-19 Recovery Plan* are based on input from over 2800 responses to various community consultation activities, local social and economic data, service delivery impacts and feedback from local agencies, community groups, organisations and specialist advisory committees.

Through this plan, Council has delivered a broad range of community recovery activities with many detailed further in this Annual Report.

Some of the community recovery activities of Council during the 2020/21 financial year have included:

- providing information on available services and support that is accessible, repeated, includes translations and in different formats
- supporting community relief agencies through the Maroondah Emergency Relief Network to meet increased demand from vulnerable individuals and households
- introducing the MaroondahConnect support service
- implementing a series of Be Kind Maroondah initiatives to support community connection, social inclusion and mental wellbeing
- delivering a wide range of mental health and wellbeing promotion events and activities
- delivering a range of programs to facilitate community connections, reduce isolation, enhance mental wellbeing and connect with vulnerable residents
- supporting agencies in the rollout of the COVID-19 vaccination program
- facilitating the expansion of outdoor dining areas for hospitality businesses
- delivering place activation projects in Croydon South and Ringwood East
- undertaking a shop local business promotion campaign
- facilitating support for volunteer-led organisations in partnership with Eastern Volunteers
- liaising with key partners such as Migrant Information Centre and culturally and linguistically diverse (CALD) community leaders to understand needs and provide support
- providing support and guidance for sporting clubs and associations to facilitate return to sport in a COVID-safe manner
- offering a fee subsidy program for arts and cultural groups and creative practitioners to increase access to facilities
- promoting participation in activities that connect people and nature, such as the City Nature Challenge.



Community grants

- One-off grants to support emergency relief agencies and community organisations supporting mental health and social inclusion



Community engagement

- 130+ people expressed an interest in supporting community recovery activities



Libraries

- 287,888 loans and renewals adapted to Click and Collect and Click and Deliver
- 1,118 requests for children's activity packs



Community facilities

- Fees and permits waived for facilities not in use

Maroondah at a glance

Maroondah is home to...



We provide...





Our city

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east, 22 kilometres from the Central Business District. The area is a substantially developed peri-urban residential municipality, with an estimated population of 119,401 residents and 47,021 households with an average of 2.54 people per household.

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

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

Maroondah has the strategic advantage of being located at the north-eastern junction of the Eastern Freeway - EastLink corridor. There are two train lines and many bus routes linking the city with other regions. Our sustainable transport links continue to expand, with on-road cycling paths and 39 kilometres of shared trails, including the Mullum Mullum Creek Trail, the EastLink Trail, Taralla Creek Trail and the Dandenong Creek Trail.



Location of the City of Maroondah



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

Our history

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

The Kulin Nation refers to an alliance of five tribes (language groups) who are the Traditional Owners and lived across a geographic area that encompasses Melbourne and its outer regions. Their collective territory extends around Port Phillip and Western Port, up into the Great Dividing Range and the Loddon and Goulburn River valleys. The five Kulin Nation language groups are:

- Boonwurrung (Boon-wur-rung)
- Dja Dja Wurrung (Jar-Jar-Wur-rung)
- Taungurung (Tung-ger-rung)
- Wathaurung (Wath-er-rung)
- Woiwurrung (Woy-wur-rung), commonly known as Wurundjeri.

The language groups were connected through shared moieties (divided groups) – the Bunjil (wedge-tailed eagle) and Waa (crow). Bunjil is the creation spirit of the Kulin and Waa the protector of the waterways.

The Wurundjeri People take their name from the Woiwurrung language word 'wurun' meaning the Manna Gum (*Eucalyptus viminalis*) which is common along 'Birrarung' (Yarra River), and 'djeri', the grub which is found in or near the tree. The traditional Country of the Wurundjeri Woiwurrung People are defined by natural and environmental features, significantly by water. The direction of water flow provides a clear indication of the shape of Country and reflects the cultural understanding of the Wurundjeri People as the "people of the Birrarung" (Yarra River). The Birrarung and the waters flowing into it are considered to be the traditional Country of the Wurundjeri Woiwurrung People.

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

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

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

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

During its early days, Croydon was part of the Shire of 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.

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Our community

Maroondah has an estimated population of 119,401 residents and 47,021 households with a similar age structure to the State's average.

Compared with metropolitan Melbourne, Maroondah has a slightly higher proportion of residents aged 50 and over and a lower proportion of residents aged between 20 to 34 years.

Maroondah is an increasingly culturally and linguistically diverse community. According to the 2016 ABS Census, 566 Maroondah residents identified as Aboriginal and/or Torres Strait Islander. The number of Aboriginal and/or Torres Strait Islander individuals with a significant connection to Maroondah, that is those that live, work or play in the municipality is likely to be significantly higher.

Nearly one in four Maroondah residents were born overseas. The most common countries of birth for overseas residents are England, China, India, Myanmar and New Zealand.

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.



Nature Play Week event at Barnegeong Reserve

Our environment

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

Maroondah's 42 bushland reserves offer residents and visitors the enjoyment of wildflowers, wildlife, bush walks and wetlands. There are also many areas of recreational open space in Maroondah. The City has 565 parks and reserves with 51 sports ovals, two golf courses, 133 public playgrounds, three skate areas, and five outdoor exercise equipment locations. Mobility and connectiveness is supported by 39 kilometres of shared trails associated with these open space areas.

There are more than 750,000 trees (mostly native species) in parks and reserves providing shade and shelter, helping to control water runoff, evaporation and erosion and providing a home for wildlife. Thousands of trees, shrubs and grasses are planted annually throughout Maroondah, either in place of plants that have reached the end of their lifecycle, or to build on our leafy environment. Where possible, Council plants indigenous species to ensure longevity of existing plant and wildlife populations.

Maroondah's residents and businesses are great recyclers: over 27,498.14 tonnes of recycling and green waste was diverted from landfill in 2020/21. Maroondah continues to have a high diversion rate of waste from landfill.

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

Our economy

Maroondah has a diverse economy with nearly 9700 businesses employing 44,000 people. 97 percent of these businesses are small business, employing less than 20 people. The majority of businesses are in the construction, property and business services; finance and insurance; retail trade; and manufacturing sectors.

The largest industry employers are the construction, manufacturing, retail trade and health care sectors. In total, businesses in Maroondah provide employment for over 44,000 people and the municipality has an annual economic output of \$14.8 billion.

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

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

The Bayswater Business Precinct (BBP) is a thriving business and employment community which is home to 5,000 businesses and supports more than 30,000 local jobs.

Well known across Australia and internationally for its skills in heavy vehicle, fibreglass, metals, pharmaceuticals, medical technology, defence and construction, the Bayswater Business Precinct is an economic powerhouse which contributes more than \$14 billion to the local and Victorian economies. Renowned as a hub for innovation and excellence, the Precinct has long been recognised for its tradition, technology and specialist skills in advanced manufacturing.

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



Maroondah Highway looking towards Ringwood

Our Community Vision

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



Our future outcomes

Council worked with the community to develop a vision for the future of Maroondah which was adopted in June 2014. In 2018 and 2019, Council refreshed the Maroondah 2040 Community Vision to capture the latest community aspirations and priorities, along with emerging themes and trends. This refreshed Maroondah 2040 Community Vision was adopted by Council on 22 June 2020.

Maroondah 2040 - Our future together provides the strategic blueprint for Council and the community to continue to work together to shape the future of Maroondah to the year 2040.

Maroondah 2040 - Our future together identifies a range of preferred outcomes for the community looking ahead to the year 2040.

The community's future vision is:

A safe, healthy and active community

In 2040, Maroondah will be a safe, healthy and active community where all people have the opportunity to experience enhanced levels of social, emotional and physical wellbeing.

A prosperous and learning community

In 2040, Maroondah will be a thriving regional centre of economic activity and education, where the sustainable growth of local businesses is supported, and diverse lifelong learning opportunities are accessible for all community members.

A vibrant and culturally rich community

In 2040, Maroondah will be a vibrant and creative community recognised for celebration of the arts, cultural expression and diverse entertainment options.

A clean, green and sustainable community

In 2040, Maroondah will be a resilient community committed to sustainable living, enhancing our natural environment, and providing leadership in responding to climate change.

An accessible and connected community

In 2040, Maroondah will be accessible for all ages and abilities with walkable neighbourhoods, sustainable transport options, and a safe integrated transport network.

An attractive, thriving and well built community

In 2040, Maroondah will be an attractive, sustainable and well built community with thriving activity centres and a network of neighbourhoods where everyone has the opportunity to live, work and play locally.

An inclusive and diverse community.

In 2040, Maroondah will be an inclusive and equitable community where all people are valued, supported and socially connected, and diversity is embraced and celebrated.

A well governed and empowered community

In 2040, Maroondah will be an empowered community actively engaged in local decision making, led by an innovative community inspired Council that collaborates regionally and proactively champions local needs.

Our organisational vision



We will foster a prosperous, healthy and sustainable community.

Our mission

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

Our enablers

- There is a range of enablers that support Council working towards our vision and acting on our mission:
- We are adaptable, capable, positive and engaged.
- In delivering services, we are people focused, proactive, integrated and responsive.
- In our approach to our roles, we are collaborative, strategic, sustainable and best practice.

Our values

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

How we plan

Council's strategic documents are linked by an Integrated Planning Framework. The Framework seeks to ensure Council's activities and resources are aligned 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, Financial Plan, Asset Plan, Service Delivery Plans and Budget; as well as a range of supporting strategies and policies adopted by Council.

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



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Maroondah 2040 - Our future together



Council's Integrated Planning Framework is underpinned by the shared long-term community vision outlined in *Maroondah 2040 - Our future together*, which was refreshed in 2019/20 following extensive community engagement and consideration of emerging trends.

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 4: 2020/21)* was adopted on 27 July 2020 to guide Council's activities for the 2020/21 to 2021/22 period.

This Annual Report reports on the achievements and progress towards 2020/21 priority actions in the *Council Plan 2017-2021 (Year 4: 2020/21)*.

Financial Plan

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

Asset Plan

The Asset Plan provides information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of assets under the control of Council over a rolling 10-year period.

Revenue and Rating Plan

The Revenue and Rating Plan describes how Council will generate income to deliver on the Council Plan, programs and services, and capital works commitments over a 4-year period.

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 **Maroondah Planning Scheme (including the Municipal Planning Strategy)** contains policies and controls that affect how land can be used and developed. The Municipal Planning Strategy includes strategic directions about how Maroondah is expected to change through the implementation the planning scheme.
- The **Maroondah Health and Wellbeing Plan** provides directions and guidelines for working in partnership with key community stakeholders towards the improved health and wellbeing of the Maroondah community.
- The **Municipal Emergency Management Plan** addresses the prevention of, response to, and recovery from, emergencies within the municipality of Maroondah.

Other Council policies, strategies and plans

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

Service Delivery Plans

The provision of strategic direction through *Maroondah 2040 - Our future together*, the *Council Plan 2017-2021*, Financial Plan and Asset Plan 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.

Budget

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

Consultation is conducted on the draft Budget and feedback is considered before Council adopts the final Budget.

Key principles

Overarching governance principles

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

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.



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Community engagement

Council is committed to engaging with the Maroondah community in a meaningful, accountable, responsive and equitable way. Our community and stakeholders play a vital role in shaping the City of Maroondah. We consider community engagement to be an essential component of good governance and leadership.

Community engagement is a planned process that provides a range of opportunities for our community to be involved in Council's decision making, relationship building and community strengthening. Effective community engagement enables Council to make well-informed decisions at an operational and strategic level and creates a better level of understanding between Council and our community. Community engagement is achieved when the community is and feels part of a process.

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

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

Community Engagement Policy

Maroondah's *Community Engagement Policy 2021* is a formal expression of Council's commitment to engaging with the Maroondah community and understanding the different views, experiences and expertise our community has to offer.

The Policy is built upon a set of commitments that

guide the planning, development, implementation, evaluation and continuous improvement of community engagement processes undertaken by Council. These commitments are built upon the core values identified by the International Association for Public Participation and will be undertaken in accordance with *Council's Privacy Policy 2014*.

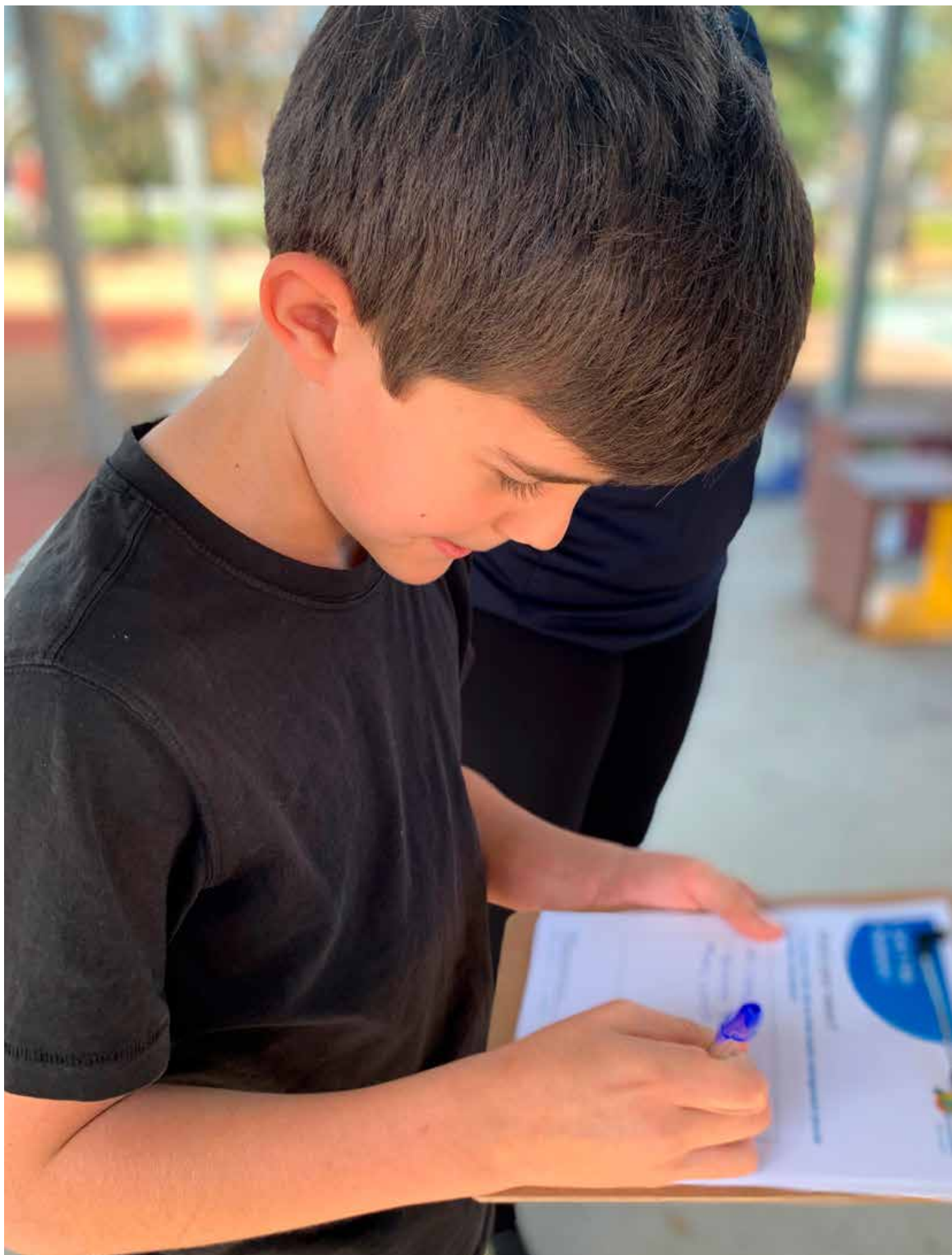
The Policy outlines Council's position, role and commitment to ensure community engagement is integrated into Council activities. The Policy also seeks to improve Council's engagement processes and outcomes by encouraging a consistent approach and continual learning through evaluation, and through expanding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

The Policy is supported by a comprehensive *Community Engagement Toolkit* designed to guide Council officers in the effective planning, implementation and evaluation of community engagement activities.

Deliberative engagement

Deliberative engagement is an approach which encourages community members to critically test, weigh up and consider a range of information, perspectives, inputs and evidence to reach a consensus or make recommendations.

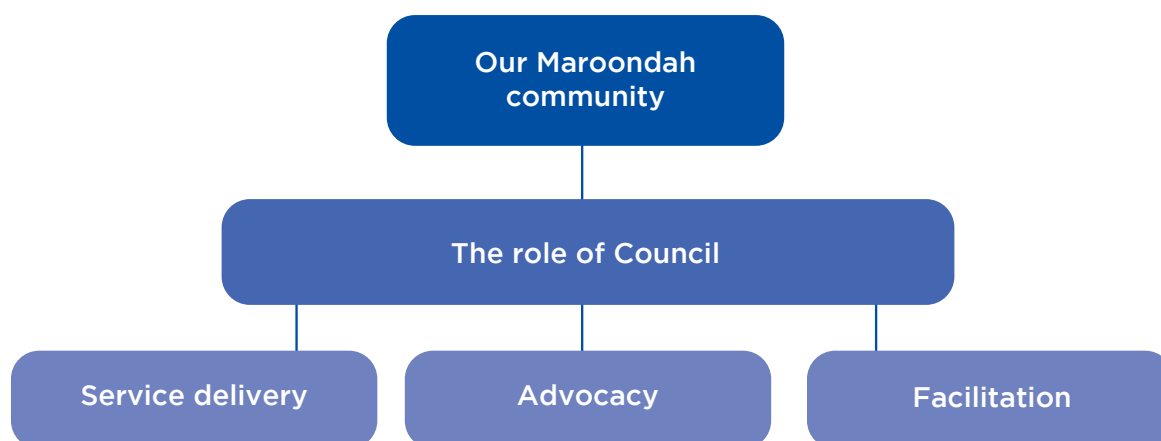
Section 55 of the *Local Government Act 2020* specifies that Council's Community Engagement Policy is required to give effect to deliberative engagement practices capable of being applied to the development of the Community Vision, Council Plan, Financial Plan and Asset Plan.



Maroondah City Council is committed to engaging with the community

Our Council

The role and function of Council



Section 64A (1) of the *Victorian Constitution Act 1975* describes local government as a distinct and essential tier of government consisting of democratically elected Councils having the functions and powers that the Parliament considers are necessary to ensure the peace, order and good government of each municipal district.

The role of a Council is defined in the *Local Government Act 2020*, which formalises a Council's legal status, purpose and objectives; delegates Council with specific functions and powers; and imposes Council with various duties.

At Maroondah City Council, our role is to:

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

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

Our Councillors and wards

The municipality is divided into nine wards: Barnggeong, Bungalook, Jubilee, McAlpin, Tarralla, Wicklow, Wombolano, Wonga and Yarrunga. Each ward is represented by one Councillor.

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

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

- participate in the decision making of the Council
- present the interests of the municipal community in that decision-making
- 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 Kylie Spears was unanimously elected to the position of Mayor on 11 November 2020. Cr Spears is Maroondah's 25th Mayor. During the financial year, Cr Spears served as Mayor from 11 November 2020 to 30 June 2021.

As Mayor of Maroondah, Cr Spears is the Chair of the Eastern Region Group of Councils and a representative on the Victorian Local Government Women's Charter. Cr Nora Lamont was elected to the position of Deputy Mayor on 11 November 2020. The Deputy Mayor position provides support to the Mayor during the mayoral term.

From 1 July to 23 October 2020 (shortened period due to 2020 Council Election), Cr Mike Symon held the position of Mayor, and Cr Marijke Graham was Deputy Mayor.



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

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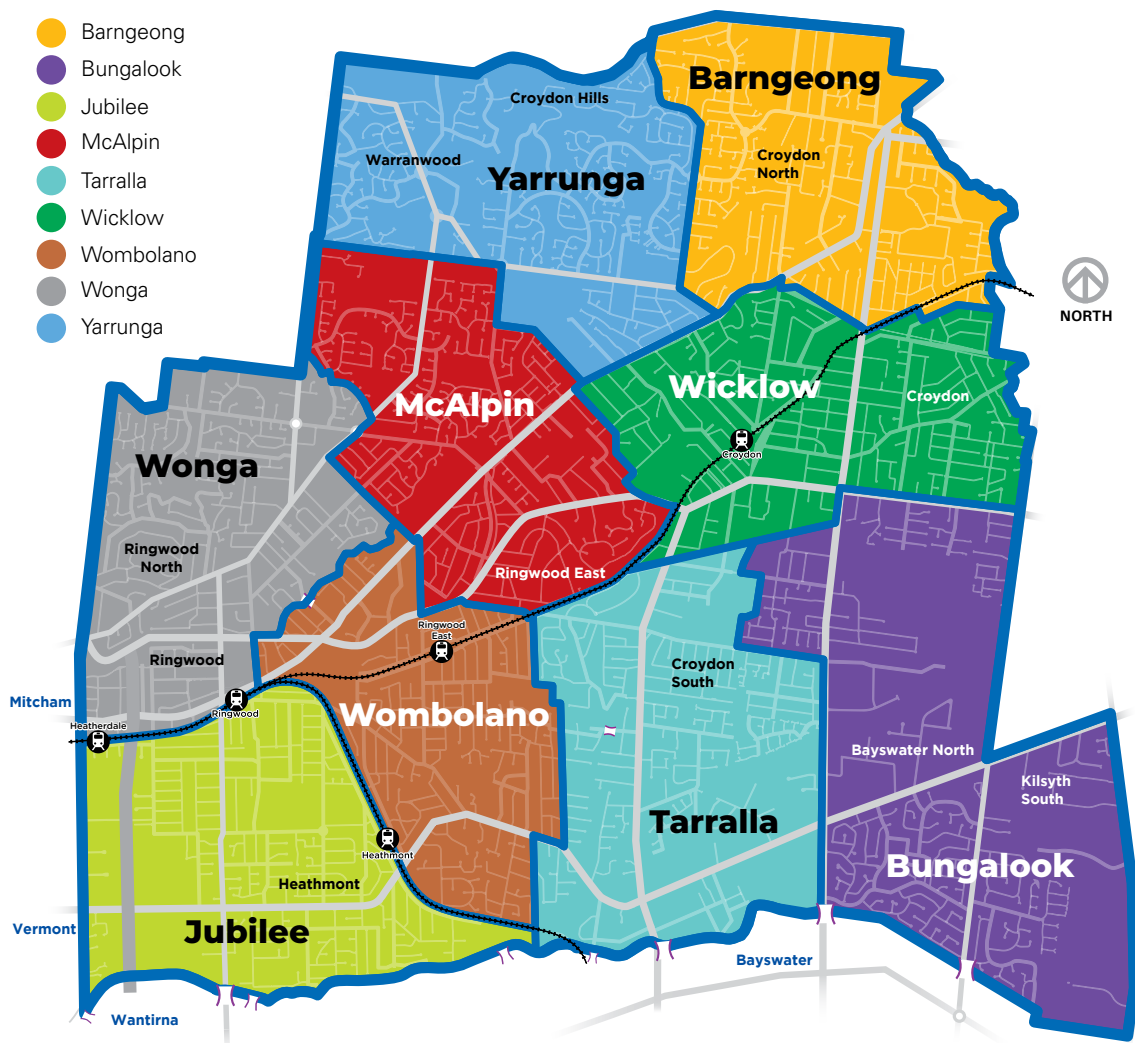
Council election

Local government elections in Victoria are for a term of four years and are conducted by the Victorian Electoral Commission. The last general election for Maroondah City Council was held on 24 October 2020. The next general election for Council will be held on 26 October 2024.

Mayoral election

The position of Mayor and Deputy 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.

The position of Deputy Mayor provides support to the Mayor during the Mayoral term.



Meet your Councillors

Barnggeong Ward



Cr Marijke Graham

Deputy Mayor July to Oct 2020
Mobile: 0418 109 015
marijke.graham@maroondah.vic.gov.au

Bungalook Ward



Cr Tony Dib OAM JP

Mobile: 0438 515 089
tony.dib@maroondah.vic.gov.au

Jubilee Ward



Cr Mike Symon

Mayor July to Oct 2020
Mobile: 0436 002 080
mike.symon@maroondah.vic.gov.au

McAlpin Ward



Cr Suzy Stojanovic

Mobile: 0429 916 094
suzanne.stojanovic@maroondah.vic.gov.au

Tarralla Ward



Cr Paul Macdonald

Mobile: 0436 001 760
paul.macdonald@maroondah.vic.gov.au

Wicklow Ward



Cr Tasa Damante

Mobile: 0436 704 819
tasa.damante@maroondah.vic.gov.au

Wombolano Ward



Cr Kylie Spears

Mayor Nov 2020 to June 2021
Mobile: 0436 003 660
kylie.spears@maroondah.vic.gov.au

Wonga Ward



Cr Nora Lamont

Deputy Mayor
Nov 2020 to June 2021
Mobile: 0428 394 581
nora.lamont@maroondah.vic.gov.au

Yarrunga Ward



Cr Rob Steane

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

Corporate Management Team

Within the framework of strategic leadership and representative government, a position of Chief Executive Officer (CEO) is established by the *Local Government Act 2020* to oversee the day-to-day management of Council operations in accordance with the strategic directions of the Council Plan.

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

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



Chief Executive Officer - Steve Kozlowski

Steve has 32 years of senior local government management experience at Chief Executive Officer and Director levels, including 10 years with Maroondah City Council from 1994 to 2003. From the start of 2004, he was Chief Executive Officer at East Gippsland Shire until he rejoined Maroondah City Council on 8 September 2014 as Chief Executive Officer.

Steve has held executive positions on a number of national, state and regional committees across a range of interests including: economic development, environmental planning, tourism, coastal settlement development and community development. Steve is chair of the Melbourne 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 (AICD) and Local Government Professionals (LGPro). He holds an MBA, Grad. Dip. in Business Administration and a Bachelor of Business (Local Government).



Director Corporate Services - Marianne Di Giallonardo

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

Marianne has over 40 years' experience in a range of local and Victorian Government arenas, including senior leadership and management across the portfolios of Corporate, Community and Leisure, and Infrastructure Services management. Her tertiary qualifications include Certified Manager with the Institute of Managers and Leaders, MBA, Grad Dip Bus, BA (Youth Affairs) and Dip YW. She is a member of a number of sector boards including the Local Government Professionals Director Special Interest Group Executive and holds professional memberships with Australian Human Resources Institute (AHRI), Australian Institute of Company Directors (AICD), Institute of Managers and Leaders (IML), Committee for Economic Development of Australia (CEDA), Institute of Public Administration Australia (IPAA), Local Government Professionals (LGPro) and Victorian Chamber of Commerce and Industry (VECCI).

**Director Development and Amenity - Andrew Fuaux**

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

Andrew has 22 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 and Policy). He is a Fellow of the Institute of Managers and Leaders (previously AIM), and member of the Victorian Planning and Environment Law Association, and the Australian Institute of Company Directors (AICD).

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

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

Adam joined Maroondah City Council in 2001 and has over 20 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 (IML), 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.

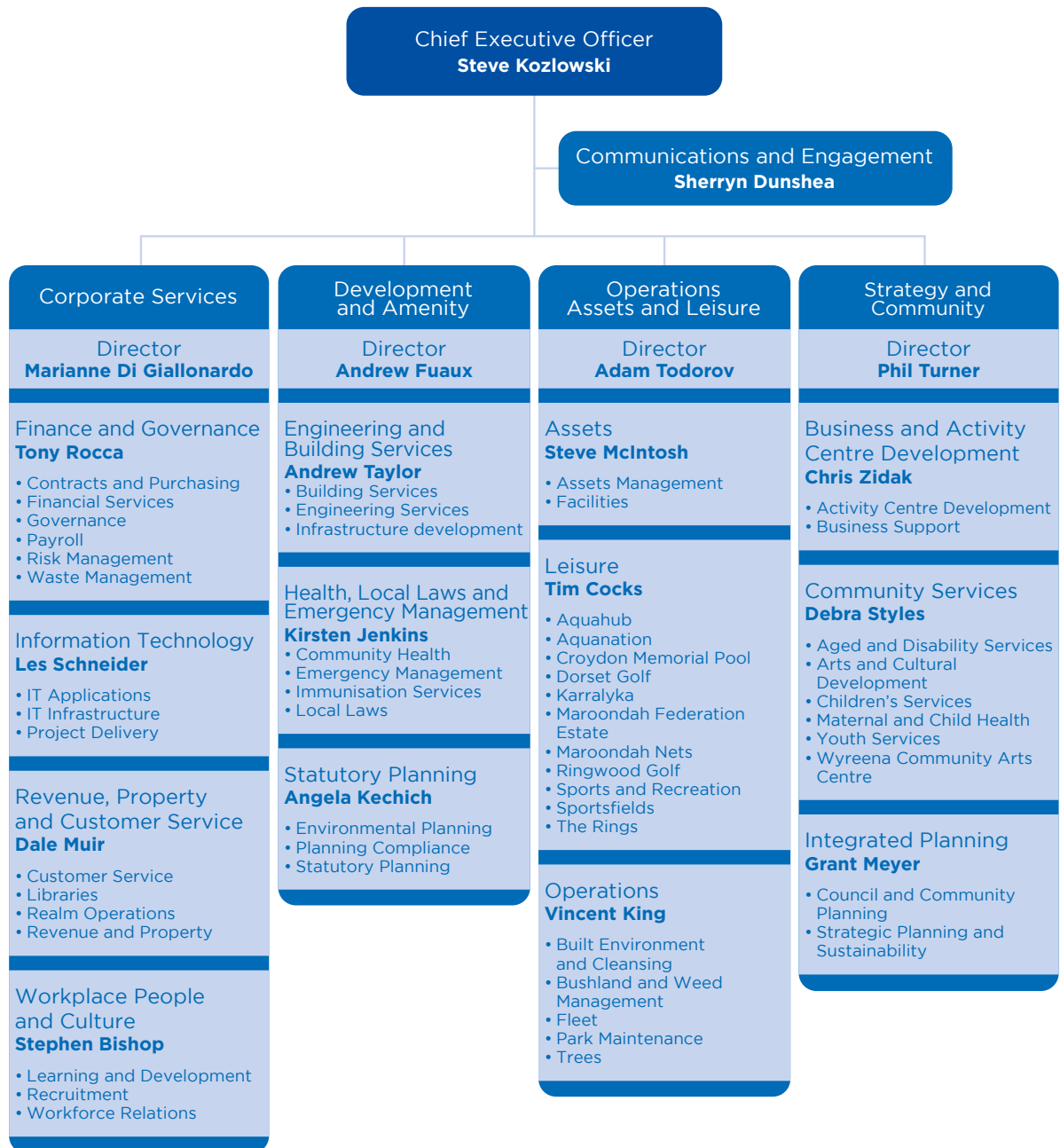
Phil commenced with the former City of Ringwood in 1985 and has over 36 years' experience in local government. His experience spans the management of Town Planning; Economic Development; Corporate and Business Planning; Local Laws; and Building Services.

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.

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Organisation structure

The following chart details the organisational structure of Maroondah City Council as at 30 June 2021. There are 14 service area managers and 1168 employees (524.68 EFT) that work to deliver outcomes for the local community.



Corporate performance and values

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

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

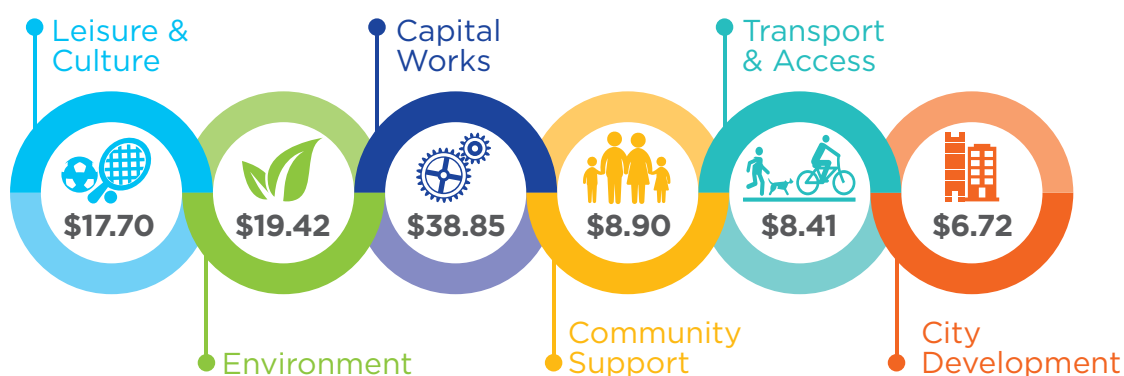
These values guide the behaviour of employees and service areas across the organisation, contributing to Council's ability to meet community needs and expectations.

Allocation of resources for service delivery

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

For more information on Council's financial performance during 2020/21, please see the Financial Report.

In 2020/21, for every \$100 of rates, Council spent:



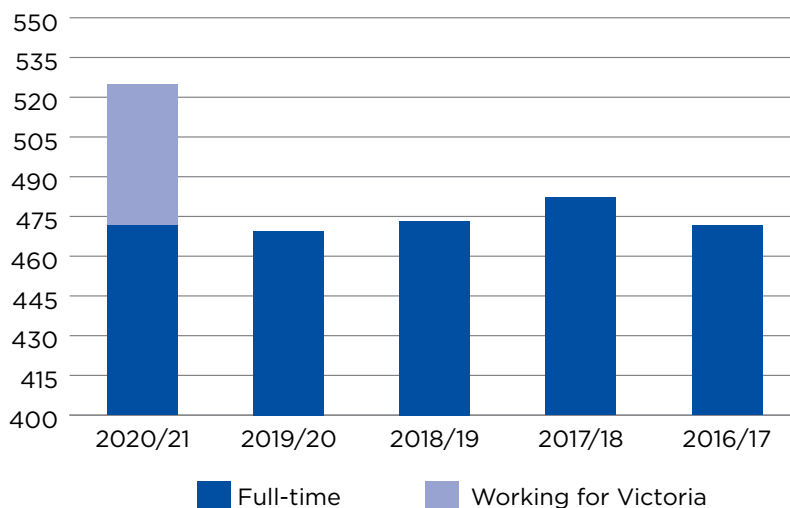
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Organisational profile

There was a total of 1168 employees at Maroondah City Council as at 30 June 2021, including 54 employees employed under the State Government's Working for Victoria (WfV) grant scheme. The 1168 comprises 381 full-time, 313 part-time, and 474 casual employees; resulting in an equivalent of 524.68 full-time employees (including 53.4 eft for WfV). The following provides an overview of Council's workforce:

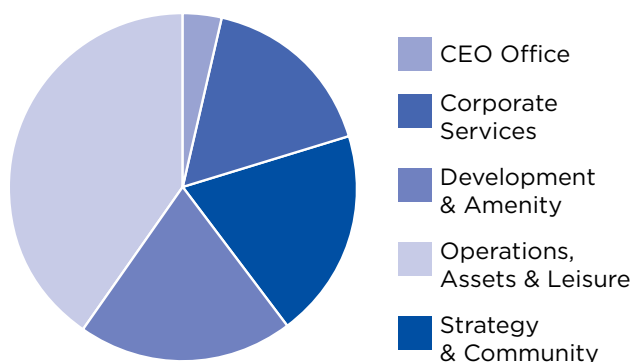
Total equivalent full-time employees (annually as at 30 June 2021)

Year	EFT
2020/21	524.68
2019/20	469.50
2018/19	473.28
2017/18	482.09
2016/17	471.5



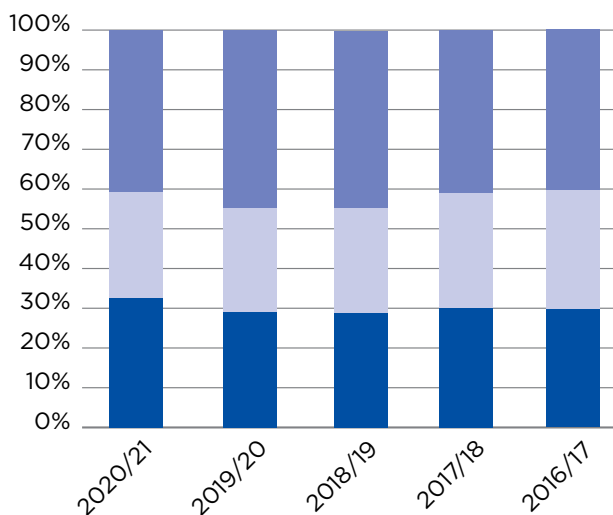
Equivalent full-time employees by Directorate (as at 30 June 2021)

	EFT
CEO Office	17.17
Corporate Services	87.73
Development & Amenity	104.62
Operations, Assets & Leisure	212.59
Strategy & Community	102.57
Total	448.38



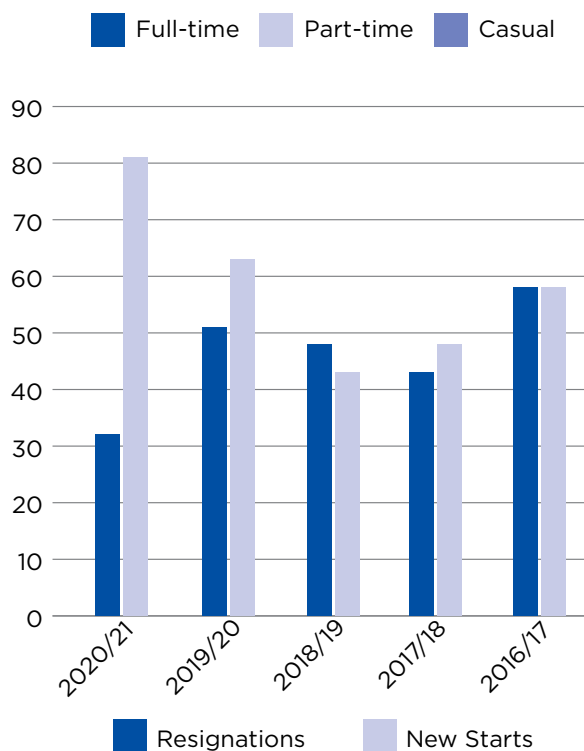
Categories of Employees (% of total employees as at 30 June 2021)

Year	Full-time	Part-time	Casual
2020/21	32.6%	26.8%	40.6%
2019/20	29.2%	26.1%	44.7%
2018/19	28.8%	26.5%	44.5%
2017/18	30.2%	28.8%	41.0%
2016/17	29.6%	30.1%	40.3%

**Resignations and new starts**

Year	Resignations	New Starts
2020/21	32	81
2019/20	32	33
2018/19	48	43
2017/18	43	48
2016/17	58	58

Note: This data represents Full time Employees only

**Employee recognition**

Major milestones of long service for employees at Maroondah City Council are typically acknowledged and recognised in June each year. As a consequence of the coronavirus (COVID-19) pandemic the 2020 Milestone event was postponed but these employees will be recognised at the 2021 event (subject to COVID-19 restrictions at the time). These service milestones demonstrate strong people leadership within the organisation. In 2020/21, 24 Council employees achieved 10 years of service, five employees achieved 20 years of service, one employee achieved 30 years of service.

Employees achieving exceptional performance are recognised through the Recognising Extra Value (REV) Program with five employees receiving a REV Award during 2020/21. Recognition is also given to employees for successful study completion. In 2020/21, three employees successfully completed their studies.

Workplace People and Culture

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

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

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

The Workforce People and Culture Strategy 2016–2020 has now concluded and the 2021–2025 is currently being developed as part of Council's strategic planning framework. The Strategy will aim to provide an organisational direction for the development, implementation, review and measurement of Workforce People and Culture initiatives, activities and systems for the next four years and as a means of achieving optimal and sustainable outcomes with finite resources.

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

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

Valuing diversity

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

Workplace giving

Employees at Maroondah City Council continue to donate to various charities on a monthly schedule, through direct payroll deductions. The charities selected reflect employee interest or involvement, with all charities being registered fundraisers in Australia. A total of \$32,551 was donated by employees in 2020/21.



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A safe, healthy and active community

Our vision

In 2040, Maroondah will be a safe, healthy and active community where all people have the opportunity to experience enhanced levels of social, emotional and physical wellbeing.

Our commitments

Through the *Council Plan 2017-2021 (Year 4: 2020/21)*, Council identified 11 priority actions to be delivered during the 2020/21 financial year to work towards a safe, healthy and active community.

Establish a regional cricket hub at the Jubilee Park sporting precinct



Status: In progress

Responsibility: Operations, Assets and Leisure

The Jubilee Park sporting precinct is home to a range of local sporting clubs and includes the Russell Lucas Oval, which is a Premier Grade cricket ground. Successful Council advocacy to the Victorian Government resulted in \$2 million in funding for the redevelopment of the RO Spencer Pavilion at Jubilee Park which will become home to the Ringwood District Cricket Association and to Cricket Victoria's new Eastern Metro Zone Association. The design and construction contract for RO Spencer Sporting Pavilion was endorsed by Council in September 2020 and is due for completion in 2021. Further advocacy for Stage 2 of the precinct is currently underway.

Design and construct sporting/multipurpose pavilion redevelopments at HE Parker Reserve; Silcock Reserve; Proclamation Park; and at Springfield and Ainslie Park



Status: In progress

Responsibility: Operations, Assets and Leisure

As a result of funding by the Federal Government, Victorian Government and Council, several significant redevelopments are underway for multipurpose pavilions located in sporting reserves across Maroondah. The \$4.25 million redevelopment of the HE Parker Sporting Pavilion was completed in April 2020 and includes four female-friendly change rooms as well as a large multipurpose room and amenities. The facility is home to the Heathmont Cricket Club, Heathmont Football Club and Sport and Life Training (SALT). The \$3.2 million redevelopment of Silcock Reserve is now complete. The facility includes multipurpose spaces for enhanced community use, new flexible change rooms, enhanced amenities, storage areas, office space, and kitchen areas. To support the pavilion redevelopment, a \$1.7 million sportsfield renovation was also completed with new lighting and cricket training nets.

The \$3.25 million Proclamation Park Sporting Pavilion redevelopment is underway and 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. Redevelopment of sporting pavilions are also planned at Springfield and Ainslie Park. The \$3.2 million Springfield Multipurpose Pavilion redevelopment at Croydon Park includes significantly improved accessibility, female friendly change rooms and amenities for the Gridiron Club and EFL umpires, as well as multipurpose space for the community groups and the Vacation Care program.

The \$1.5 million Ainslie Park Pavilion redevelopment includes for improved accessibility, female friendly change rooms and amenities, umpire change room, public toilets and social space and spectator viewing improvements.

Undertake a strategic review of Maroondah Golf



Status: Complete

Responsibility: Operations, Assets and Leisure

To ensure golf in Maroondah is sustainable in the future, Council has undertaken a review of Maroondah Golf. The *Maroondah Golf Strategy 2020-2030* outlines key priority actions that will enable golf within Maroondah to remain financially sustainable, achieve performance targets and see participation continue to increase and diversify. Maroondah City Council owns and operates two 18-hole public golf courses, Dorset Golf Course (Dorset) and Ringwood Golf Course (Ringwood) which are collectively known as Maroondah Golf.

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Plan and implement the Dorset Recreation Reserve and Eastfield Park Enhancement Plans and undertake staged redevelopment works



Status: In progress

Responsibility: Operations, Assets and Leisure

The Dorset Recreation Reserve redevelopment will include a new multipurpose pavilion, two soccer fields and upgraded lighting, carparking and landscaping. The new multipurpose community and sports hub will be home to Croydon City Soccer Club and Maroondah's Burmese/Myanmar community. The facility is being funded by Council with \$2 million from the Australian Government and \$2 million from the Victorian Government for the soccer precinct.

The Dorset Recreation Reserve Enhancement Plan has been endorsed by Council and schematic design for the Stage 1 works has begun. Demolition of the old pavilion is now complete and construction for the new pavilion is currently in progress with works expected to be completed by October 2021. The remainder of the civil and enhancement works are expected to be complete by April 2022.

Develop a Liveability and Wellbeing Strategy 2021-2031 (incorporating the Municipal Public Health Plan)



Status: In progress

Responsibility: Strategy and Community

The current *Maroondah Health and Wellbeing Strategy 2017-2021* is due to conclude in 2021 and will be replaced by the new *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031*.

Extensive background research and community consultation has been undertaken on six key topics including: celebrating diversity; healthy lifestyles; liveable neighbourhoods; safe communities; social inclusion; and social harms.

The strategy will incorporate a range of future health and wellbeing priorities for Council, including those associated with longer-term community recovery arising from the coronavirus (COVID-19) pandemic, building upon the adopted *Maroondah COVID-19 Recovery Plan*. Once finalised, the Strategy will provide overarching strategic direction that inform action plans for health and wellbeing, disability, active and healthy ageing, and gender equality.

Work with partners of Together for Equality and Respect (TFER): A Strategy to Prevent Violence Against Women in Melbourne East



Status: Complete

Responsibility: Strategy and Community

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 (EMR), the campaign is supported by partners of Together for Equality and Respect - the regional strategy for Preventing Violence Against Women. The strategy led by Women's Health East, is a partnership between the seven local governments of the EMR, community health services and other agencies that focus on primary prevention efforts to end violence against women. To support the 16 days of activism, Council displayed billboards in Maroondah from 23 November to 19 December 2020 including key messages about preventing violence.

Work in partnership to enhance the Maroondah Hoarding and Squalor website



Status: In progress

Responsibility: Development and Amenity

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

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

Develop and deliver services in the Croydon Community Wellbeing Precinct



Status: In progress

Responsibility: Strategy and Community

Council has commenced planning for the delivery of a range of services from the Croydon Community Wellbeing Precinct (CCWP). The transformation of the Precinct will focus on delivering enhanced community spaces and functionality in relation to wellbeing facilities, family and children facilities, arts and cultural spaces, sport and recreation facilities, and open space. These combined elements will also enhance accessibility and connectivity for the community.

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Implement Council's annual sportsfield improvement program



Status: Complete

Responsibility: Operations, Assets and Leisure

The sportsfield improvement program for 2020/21 focused on enhancements to playing fields at Silcock Reserve, which consist of two cricket ovals and four soccer pitches. Works included the renewal of the playing surfaces including striping and releveling of existing surfaces, the installation of subsurface drainage and an irrigation system, centre cricket wickets with synthetic runups, and soccer goals. Works were completed in April 2021 with both ovals now open for use.

Local Government Victoria's Councils and Emergencies project



Status: In progress

Responsibility: Development and Amenity

This project seeks to 'enhance the capability and capacity of Local Governments to meet their obligations in the management of emergencies'. While this has been delayed due to the coronavirus (COVID-19) pandemic, consultation with local Councils has started progressing on four key themes: councils and emergencies phase three; secondary impact assessment; recovery toolkit; and local government assurance. The *Emergency Management Legislation Amendment Act 2018* also came into effect in December 2020 and Council has commenced implementation of changes related to this new legislation. The Council and Emergencies Project is led by the Department of Jobs, Precincts and Regions (DJPR) through Local Government Victoria (LGV).

Implement the changes from the reform of the Environment Protection Act



Status: Complete

Responsibility: Development and Amenity

Implementation of changes to the *Environment Protection Act 2017* have been postponed until 1 July 2021 to ease the burden on business, industries and community members due to impacts of coronavirus (COVID-19). In the interim, Council officers have been attending workshops and forums to better understand the new legislation and the impacts.





A safe, healthy and active community

Our strategic indicator results

Indicator/Measure	Target 2020/21	Actual 2020/21	Actual 2019/20	Actual 2018/19	Actual 2017/18
Overall Maternal and Child Health service client participation in key ages and stages visits	100%	96.99%	98.3 %	98.87%	101.2%
Attendance at Council aquatic and leisure facilities as a proportion of the residential population (LGPRF - Number of visits per head of population)	9.0	1.55*	9.93	10.11	8.75
Community satisfaction with recreation facilities (Local Government Community Satisfaction Survey)	78	79	76	80	80

* The annual utilisation of aquatic facilities remains low due to coronavirus (COVID-19) capacity restrictions and facility closures

Our achievements

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

Working towards a safe community

Support for women and families experiencing domestic violence

Council has continued to partner with Together for Equality and Respect (TFER) to support women and families experiencing domestic violence. TFER provides a platform for organisations in the Eastern Metropolitan Region (EMR) to prioritise and work together to enable gender equality and equal and respectful relationships between women and men. This involves long term, coordinated actions across individual, community, organisational and societal levels together with more than 30 partner organisations. A key focus of the TFER partnership during 2020/21 has involved development of a Sexual and Reproductive Health Strategy for the region to inform collaborative work and targeted initiatives.

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 (EACH); Eastern Health Mental Health Services; Eastern Community Legal Centre (ECLC); Eastern Health Perinatal Emotional Health Service (PEHS) for women experiencing emotional health issues including: postnatal depression and trauma impacting mental health during the first 12 months post birth; The O'Connell Centre providing early parenting support for vulnerable families; and Child and Youth Mental Health Services. Maternal and Child Health have seen an increase in mental health and family violence issues during coronavirus (COVID-19) restrictions with corresponding increase in referrals to specialist services.

Women's safety walks

Council has recently partnered with Women's Health East (WHE) to undertake women's safety walks in open space areas where Council projects are proposed or in progress. These walks are intended to place a gender lens of access, use and amenity in public open spaces and to elevate the voices of women in response to identified safety concerns. The walks also provide an excellent opportunity to engage with local women and provide valuable consumer feedback on major projects. During the coronavirus (COVID-19) pandemic in 2020, a successful walk was held in a virtual setting to inform development of the Croydon Structure Plan. This walk was attended by 18 women plus Council representatives from a range of service areas.

Maroondah Liquor Accord updated

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

VicHealth Risky Drinking Project

Knox and Maroondah Councils successfully applied to VicHealth for two years of grant funding to work with senior and junior sporting clubs to explore the shared norms and behaviour that contribute to risky levels of drinking. The project is one of three initiatives announced by VicHealth aiming to change the social pressure to drink when people get together. The joint project will explore opportunities to positively influence organisational and cultural change through a range of codesigned interventions with sporting clubs through an analysis of current club practices. Initial engagement commenced in 2020 but the project was delayed due to the coronavirus (COVID-19) pandemic. With the restart of local sport, the project was able to recommence in February 2021 with two football clubs and will extend until December 2022.

Alliance for Gambling Reform

Council is a leadership partner in the Alliance for Gambling Reform along with 22 other Victorian Councils. The Alliance is a national advocacy organisation which works to prevent and minimise the harm from gambling. Its aim is to remove the shame that surrounds gambling addiction, have the problem treated as a public health issue, and achieve the legislative changes needed to protect our communities. As part of the Alliance, Council supported advocacy efforts relating to: operating hours of poker machines, gambling advertising reform, reduction of gambling in sports sponsorship, pokies-free AFL clubs; and online activities during Gambling Harm Awareness Week.



A safe, healthy and active community

Our achievements

Working towards a healthy community

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

Council has put in place several COVIDSafe measures to assist the community to return to public life and to use Council facilities safely. Reusable masks funded by the Victorian Government were distributed to vulnerable residents. Council owned and managed facilities were provided with highly visible COVIDSafe communication materials, posters, and decals to promote physical distancing, hygiene measures, and COVIDSafe behaviour.

Mental health events to support the community during COVID-19

Council held several free online community events to promote mental health during the coronavirus (COVID-19) pandemic. *From Surviving to Thriving* was held in October 2020 with guest speaker Dr Lucy Hone who shared tips on how to adapt to change and stressful events in healthy and constructive ways. *Women's resilience in lockdown - share, learn and laugh together with Georgie Dent* was held in December 2020 in partnership with Eastern Melbourne Councils: Cities of Boroondara, Kingston, Knox, Manningham, Maroondah, Monash, Whitehorse and the Shire of Yarra Ranges. An invited panel gave a light-hearted discussion about women's experiences of hardship and resilience during the coronavirus (COVID-19) pandemic. *Living Life with Anxiety with Sarah Wilson* in partnership with Eastern Regional Libraries, Eastern Action Community Health (EACH) and Neami National, was held in March 2021, offering advice for building resilience through life's ups and downs. A range of other mental health workshops on anxiety, resilience, mindfulness and mental health first aid were also offered during the year.

Be Kind Maroondah

The *Be Kind Maroondah* campaign was launched during the coronavirus (COVID-19) pandemic to keep the community connected during social isolation and encourage kindness and goodwill. Several initiatives were undertaken within three major themes; Be kind to yourself; Be kind to others; and Be kind to business. A range of associated initiatives were undertaken to support the Maroondah community during the pandemic as part of this campaign.

Knit One, warm one project (Be Kind Maroondah initiative)

Council partnered with local community houses to offer a chance for knitters to help those sleeping rough or struggling financially during the coronavirus (COVID-19) pandemic. There was an overwhelming response to the project with hundreds of knitted scarves, beanies, gloves, mittens and blankets donated. This project enabled over 50 experienced knitters, past knitters and new knitters as well as some knitting groups to band together to help others. Items have been donated to several different agencies across Maroondah including Wellways, Uniting Crisis and Homelessness Service, Maroondah Community Meals programs, Maroondah Supported Residential Services, and the Safer Futures Foundation.

The Sunflower Effect project (Be Kind Maroondah initiative)

As part of *Be Kind Maroondah*, residents were encouraged to participate in *The Sunflower Effect* project and plant sunflower seeds in their front garden or in a pot to bring some hope and brightness into Maroondah streets. Commencing October 2020, seed packets were made available through Customer Service and community houses and more than 5,000 seeds were distributed resulting in streets of bright and cheerful sunflowers.

**Maroondah Moments photography project
(Be Kind Maroondah initiative)**

The *Maroondah Moments* photography project encouraged residents to take care of their mental health by taking photographs of people, things and places that make them feel happy. Research has shown that participating in the arts can have a positive effect on your wellbeing and photography offers a different way to express feelings without using words. Capturing things that make us happy also promotes gratitude by recognising the positive things in life which in turn enhance mental wellbeing. Photographs were shared on Council's Facebook page or tagged as #MaroondahMoments on Instagram.

**Let's Get Neighbourly Maroondah
(Be Kind Maroondah initiative)**

Council in conjunction with Neighbourhood Connect and local community houses offered free workshops for people interested in making a difference in their neighbourhood by becoming a 'Community Connector'. A range of new neighbourhood level community connection groups were established across Maroondah, led by community members, in response to this project the community was also encouraged to shop locally and support small businesses, in turn supporting local job growth and helping to build strong, vibrant communities.

Maroondah Health and Wellbeing Plan

The *Maroondah Health and Wellbeing Plan 2017-2021* is a strategic plan that describes how Council and partners will work together to achieve improved health and wellbeing for our local community. The plan was adopted in late 2017 involving input from local community members, partners and stakeholders from the health and community service sectors.

A range of actions were undertaken by Council over the past year including: alcohol-harm reduction in sporting club settings; delivery of mental health workshops; implementation of Be Kind Maroondah initiatives; developing a position statement and implementation plan for the introduction of Healthy Choices at Council's leisure facilities; coordination support for the Maroondah Emergency Relief Network during the coronavirus (COVID-19) pandemic; partnering with the Outer East Primary Care Partnership (OEPCP) to promote a collaborative approach to community recovery with community services agencies; working in partnership to support volunteers and volunteer based organisations in response to the coronavirus (COVID-19) pandemic; commencing delivery of a Certificate of Wellbeing in partnership with Communities of Wellbeing; participation in a Regional Homelessness Charter

project; continued advocacy through the Eastern Affordable Housing Alliance and Alliance for Gambling Reform; participation in the Together for Equality and Respect (TFER) partnership; and social inclusion partnerships with community houses, indigenous groups and culturally and linguistically diverse (CALD) communities.

Emergency meals assistance from Karralyka

Karralyka significantly increased its meals output as part of the response to the coronavirus (COVID-19) pandemic and the requirement for older vulnerable residents to self-isolate. Up to 250 clients were provided high-quality meals each week, totalling over 40,000 meals a year. Meals provided during the pandemic were supported through additional Australian Government funding. This funding was used to produce extra subsidised meals as well as for the redeployment of staff to cover the loss of volunteers involved in meal delivery.

Good Food for Me program for older residents

The successful program *Good Food for Me* is helping to teach older residents important yet simple, practical ways on how improve wellbeing and independence through better nutrition. The short course is offered based upon demand. Open to residents aged 65 and over, the program introduced the dietary needs of older people, while learning how to easily prepare daily meals independently, on a budget, and with minimal waste. The program is funded by the Commonwealth Home Support Program or individual Home Care Packages and referred through My Aged Care.

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

Council has continued the implementation of the Victorian Government's Healthy Choices Framework and standards as part of the funding agreement for Maroondah Nets. Healthy Choices aims to improve the availability and promotion of healthier foods and drinks in community settings, and sport and recreation centres. Council has commenced development of policies and associated implementation plans for identified Council facilities and for Council employees. In November 2020, on the reopening of facilities after coronavirus (COVID-19) restrictions eased, the Ringwood and Dorset golf courses commenced a trial to determine the impact of implementing healthy choices for beverages.



A safe, healthy and active community

Occupational therapy service continues to address the needs of the community

Council's occupational therapy service aims to improve safety in the home and maximise independence by providing home safety assessments, recommending equipment and strategies to use at home and providing methods to complete daily tasks independently. Funded by the Australian Government's Commonwealth Home Support Program, the service encourages individuals to make positive changes to their home environment and wellbeing. Throughout this year, innovative programs have included support for people who are impacted by hoarding behaviours including 16-week Buried in Treasures (BITS) self-help action group for people motivated to make a change for themselves, BITS peer support group for anyone impacted by hoarding behaviour, and 1:1 Less is More for short-term support to set goals and action decluttering at home where safety of the home environment is a concern.

Maternal and Child Health service continues to support parents

With increased demand for support services because of the coronavirus (COVID-19) pandemic, Council's Maternal and Child Health service has continued to adapt and offer face-to-face appointments and support for families throughout 2020/21 providing information and advice service to families regarding concerns about child health as well as the health of parents. Maternal and Child Health home visits, breastfeeding support, an early parenting program, a First Time Parents Group, and the Supported Playgroup Program continued during restrictions via Zoom, phone or Facebook. All these programs have continued to adapt to varying levels of coronavirus (COVID-19) restrictions with services gradually returning to face-to-face delivery.

New Maternal and Child Health services

In March 2020, Council's Maternal and Child Health Service opened a 'pop-up' centre in Eastland Shopping Centre bringing services to an additional location and offering a convenient alternative to parents that may be visiting the shopping centre. Offered in partnership with Eastland, the centre offers appointments with nurses, outreach services and 'pop-up' playgroups inviting families to attend activities such as reading and enjoying music for babies, infants and toddlers. Council has received Victorian Government funding for the redevelopment of the Taralla Kindergarten and Maternal and Child Health site.

The Maternal and Child Health Centre will be extended from a two room to three room centre enabling additional services and partnerships to be delivered. The new centre is due to open in early 2022, during the construction phase, the Taralla Maternal and Child Health Centre has temporarily relocated to Civic Square Croydon for all appointments. Council has also received additional funding from the Department of Health (DHS) to extend Sleep and Settling programs whilst Council's Early Parenting Program has been extended to include outreach services. Parent education sessions for 0-3 year olds have commenced and services will continue to roll out in the coming months.

Hoarding Persona Project

Council's Aged and Disability Services and Outer East Primary Care Partnership (OEPCP) worked with stakeholders, including residents from Maroondah, Knox and Yarra Ranges, and members of the Maroondah Hoarding and Squalor Network, including local support agencies, emergency services and staff from Maroondah, Knox and Yarra Ranges Councils, to produce a resource to better understand the lived experience of residents impacted by hoarding behaviours and professional staff who work with them. The resource aims to promote and guide best practice to appropriately support people affected by hoarding behaviour, through non-judgemental, practical and collaborative approaches. OEPCP provided funding and practical resources to complete the research including interviews and workshops to inform a Hoarding Persona resource.

Maroondah Positive Education Network

Council continues to work in partnership to deliver the Maroondah Positive Education Network to increase the wellbeing and educational outcomes of students in Maroondah through the implementation of targeted wellbeing initiatives. The Victorian Government has committed ongoing funds to ensure the work of the network is continued and to enable the work to be extended to other areas.



Council's Maroondah and Child Health services continued to support services during the COVID-19 pandemic



A safe, healthy and active community

Our achievements

Working towards an active community

Support for the community to re-engage Maroondah Leisure facilities

Council supported Aquahub and Aquanation members and the broader community to keep active from home during coronavirus (COVID-19) restrictions through the Maroondah Leisure App with more than 80 different on demand workouts where users collect 'MOVES', the app's unit of measure. Popular features included the ability to connect to other apps and devices and track outdoor activity. A fitness challenge in September 2020, saw over 30,000 'MOVES' collected by Maroondah Leisure members during the month. During the shutdown of facilities, Council undertook maintenance and refurbishment of leisure facilities including: new gym equipment for Aquanation and Aquahub, upgrading and expanding the Aquahub mind body studio; and retiling of Aquahub swimming pools. Following the easing of restrictions, Maroondah Leisure facilities has seen a strong return from members and the community.

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

The return of gymnastics, basketball and other stadium sports following the easing of coronavirus (COVID-19) restrictions saw participation rates return to pre-COVID levels. Community participation has continued to grow for both Ringwood and Dorset Golf facilities over the past year. Participation in games of golf has increased by 3.7 percent and secondary spend has increased by 27 percent on the previous twelve months. The new Maroondah Golf online booking system allows members and guests to easily view and select preferred tee-off times.

Walking football, netball, cricket and pickleball programs

Council has offered walking football, netball cricket and pickleball programs to bring together variety of low-intensity cardio, strength, flexibility and balance in modified sports. These programs have been designed so anyone can play, regardless of age, ability or fitness level. Council together with Melbourne East Netball Association (MENA) commenced a walking netball program at Maroondah Nets. Council also continued the Walking Football Program in partnership with U3A Croydon. Walking football is a modified version of soccer that does not involve running or tackling. 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.

Walking cricket is a social, modified version of cricket that doesn't involve running, uses modified equipment and is played in a small enclosed area. Aimed at participants aged over 50, walking cricket is designed to help people keep an active lifestyle irrespective of their age and fitness level.

Pickleball is a modified tennis/badminton style game played with a plastic low bounce ball and light weight paddles. The sport was trialled during the months prior to the start of the coronavirus (COVID-19) pandemic and has returned strongly with an additional evening introduced to meet the growing demand. On 23 April 2021, over 95 people participated in a Come and Try Walking Sports for Seniors event to promote Maroondah's walking sports opportunities to over 50's. Participants were also provided with a free 10 session pass to attend any of the four sport programs over the following month.

Maroondah Night Run

The Maroondah Night Run was held in March 2021 as part of the Get Active campaign. Open to all ages and abilities, options included walking or running through the 5 kilometre light-filled course at Ringwood Golf. All participants received a ribbon at the finish line.

Fun walk and cycle event

A Fun Walk and Cycle event was held on 11 April 2021 along local walking and cycle as part of the wider Croydon South 20-Minute Neighbourhood project. The event was an opportunity for residents to come together and enjoy a 'self-guided' walk or cycle along the trails surrounding the Eastfield Shops, including the Tarralla Creek Trail. Participants could choose from a 3 or 9 kilometre walk, or a 5 or 15 kilometre ride. Following the event, participants were encouraged to return to the lawn at the south end of Eastfield Shops for a picnic.

Health and exercise services for older residents

In response to the temporary closure of Maroondah sports and recreation facilities during the coronavirus (COVID-19) pandemic, Council developed alternative physical and social programs for the community. Sports and recreation staff were redeployed to assist the volunteer workforce delivering emergency meals to older and vulnerable residents and provide advice and instruction on undertaking safe exercise at home.

School holiday activities

Council's Vacation Care program continues to be conducted during the school holidays with a focus on primary school children aged 5 to 12. Activities encourage children to socialise, have fun, be active and learn with a mix of safe and inclusive activities and excursions.

Successful advocacy for funding for new dog park in Ringwood North

Maroondah is one of five Melbourne Councils to receive up to \$275,000 in funding under the Victorian Government's Suburban Parks Program, for an off-leash dog park. The purpose-built dog park in Ringwood North will include a designated ball play area, rockeries, education and agility equipment and seating. Local councils were invited to nominate sites for the new parks, which were assessed by an independent panel then selected for funding based on their accessibility by road, public transport or well-linked to bike and walking tracks.

Improvements to sporting pavilions

Construction for the Griff Hunt Sporting Pavilion in Croydon North was completed in 2020/21, including the rebuild of ageing changeroom facilities with focus on inclusiveness and accessibility for all abilities and construction. The Pavilion is home to the Maroondah Rugby Club and Maroondah United Football Club. The \$1.5 million Cheong Pavilion Redevelopment will include the demolition and reconstruction of the change rooms and amenities, including female friendly and accessible facilities. The project will also include umpires changerooms, storerooms, and major improvements to the existing multipurpose area. Design work is currently underway, with construction to commence in 2021/22.

Successful advocacy for a new sporting pavilion at JW Manson Reserve

Council has successfully advocated for \$2.5million in funding for a new double story pavilion for JW Manson Reserve, which is home to the St Andrews Cricket Club as well as junior and women's sides from Ringwood City Soccer and Aquinas Old Collegians Football Club. The announcements are the result of a concerted advocacy campaign which will continue in the approach to the next Federal and State elections.

Improved lighting sportsfield and tennis lighting

Council has completed the installation of sportsfield lighting to both the Northern and Southern Ovals at Silcock Reserve. Before the lighting was installed, the four pitches at the reserve were underutilised with only sections near the existing towers were available for training outside of daylight hours. The project included the installation of lighting poles and LED lighting around the oval including seven 30 metre lighting towers; 150 lux across both pitches; and LED lamp heads.

The new lighting meets the Australian Standards for sportsfield lighting and will improve safety for players and cater for increased demand for soccer training and possible night matches in the future. Lighting improvements were also completed at Cheong Park, Quambee Reserve and Gracedale Tennis Club.



A safe, healthy and active community

Looking ahead

In continuing to work towards a safe, healthy and active community during 2021/22, Council will:

Implement the *Maroondah COVID-19 Recovery Plan*

Council's emergency relief and recovery framework includes strategic community recovery planning which will include the coordinated delivery of recovery initiatives to meet the social, health and wellbeing and economic needs of the community. Over the next 12 months, Council will continue to identify community needs and impacts through consultation, data analysis and development of partnerships with key stakeholder agencies. Council will seek to support emerging social, health and wellbeing issues through recovery planning and agency collaboration.

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

In 2021/22 Council plans to recommence the review of the Physical Activity Strategy including project planning and the collation of participation data, for endorsement by June 2022.

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

As a result of funding by the Federal Government, Victorian Government and Council, several significant redevelopments are underway for multipurpose pavilions located in sporting reserves across Maroondah. Council will continue to design and construct multipurpose pavilions and associated infrastructure at Jubilee, Proclamation, Springfield, Cheong, Ainslie Park and Dorset Recreation.

Design and construct a dog park in Ringwood North

Council was successful in advocating for up to \$275,000 in funding for a purpose-built dog park Ringwood North. In 2021/22, Council will commence community engagement and design of the space.

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

The current *Maroondah Health and Wellbeing Strategy 2017-2021* is due to conclude in 2021 and will be replaced by the new *Maroondah Liveability and Wellbeing Strategy 2021-2031*. The strategy will provide a long-term holistic strategy covering key priorities to improve the health, wellbeing and resilience of Maroondah residents. The strategy will meet Council's requirements under the *Public Health and Wellbeing Act 2008* and support the longer-term community recovery from the coronavirus (COVID-19) pandemic.

Work in partnership with a broad range of service providers and agencies, to develop and deliver services and cultural experiences in the Croydon Community Wellbeing Precinct

The transformation of the existing Croydon Civic Precinct into the Croydon Community Wellbeing Precinct (CCWP) will focus on delivering enhanced community spaces and functionality in relation to wellbeing facilities, family and children facilities, arts and cultural spaces, sport and recreation facilities, and open space. These combined elements will also enhance accessibility and connectivity for the community. Since relocating to the precinct in January 2021, the Maroondah Occasional Care and Croydon Central Kindergarten have had an increase in utilisation. Council will continue engage with the range of services and user groups in the precinct to plan transitional moves and ensure that community needs are met.

Our core services

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

Community Health (Health, Local Laws and Emergency Management)

The Community Health team plays an instrumental role in protecting and promoting the health and wellbeing of the community through education and prevention strategies. The team 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 including a flu program; and general health promotion and education 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. The team is currently playing a significant role in Council's response to the coronavirus (COVID-19) pandemic in coordination, relief and recovery planning.

Local Laws (Health, Local Laws and Emergency Management)

The Local Laws team provide a broad range of services to ensure the amenity, function and safety of the City of Maroondah 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 74 school crossings.

Maroondah Golf and Sportsfields (Leisure)

Maroondah's golf courses and sportsfields are operated by Council. 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. Dorset Golf is located on Trawalla Road, Croydon. The Maroondah Golf team also provide maintenance of Council's sportsfields. This includes grass mowing and maintenance of landscaped areas within the municipality.



Maroondah Golf offers two 18-hole public golf courses to the Maroondah community

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Maroondah Leisure (Leisure)

Maroondah Leisure operate Maroondah's aquatic and leisure facilities - Aquanation, Aquahub and Croydon Memorial Pool. The facilities provide a wide range of activities and programs at affordable prices, to ensure that all the Maroondah community, and visitors to the region, can access healthy lifestyle options. Integrated services and programs across all Maroondah Leisure facilities ensure that participants have the flexibility to mix and match leisure choices.

The Maroondah Leisure Sales and Membership team work in conjunction with the Maroondah Leisure facility teams and Communications and Engagement in acquiring new perpetual members as well as the management of existing Maroondah Leisure members. The membership team facilitates the needs of the business and 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 and Child Health (Community Services)

The Maternal and Child Health (MCH) 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. 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.

Council's 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 delivers parent education programs, drop-in sessions and a lactation service. 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, pickle ball and badminton courts plus table tennis. In addition, there are also four outdoor netball courts. The facility caters for junior and senior training and competitions, casual hire and holiday programs.



Did you know?

755 personal training sessions were offered at Aquanation and Aquahub (since 1 February 2021).

Personal trainers at Aquahub and Aquanation work with the community to encourage healthy lifestyles

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A prosperous and learning community

Our vision

In 2040, Maroondah will be a thriving regional centre of economic activity and education, where the sustainable growth of local businesses is supported, and diverse lifelong learning opportunities are accessible for all community members.

Our commitments

Through the *Council Plan 2017-2021 (Year 4: 2020/21)*, Council identified seven priority actions to be delivered during the 2020/21 financial year to work towards a prosperous and learning community.

Undertake a strategic review of shopping centres in Maroondah



Status: In progress

Responsibility: Strategy and Community

A strategic review of Maroondah's 31 shopping centres is currently being undertaken to complement the 20-Minute Neighbourhood Project and provide a basis for prioritising amenity works in the centres, including replacement of bins, targeted cleaning, weed management and graffiti removal. The scope for strategic review was amended to include coronavirus (COVID-19) economic recovery responses focusing on short-term actions to improve financial outcomes across each of the 31 shopping centres. Maroondah received \$100,000 through the Neighbourhood Activity Centre Renewal Fund to support the reopening of the Ringwood East Shopping precinct. Council is also contributing \$100,000 to encourage people to stay longer in this Precinct through initiatives including the extension of outdoor dining, providing more open space, plantings, seating and an art mural.

Did you know?

Manufacturing accounts
for 33.1% or \$5.04 billion of
Maroondah's economic output.

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



Status: In progress

Responsibility: Strategy and
Community

The Bayswater Business Precinct Strategy is a partnership with Knox and Yarra Ranges Councils to maintain and strengthen the economic value of the Bayswater Business Precinct (BBP). 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. Work has continued growing the usage of the Business to Business (B2B) social platform 'BBP Connect' which was launched in 2020. In partnership with the Victorian Government, the development of a transformation strategy is underway, which will guide the activities over the short, medium and long-term. The design for the widening of Canterbury Road, part of Victoria's principal freight network, is progressing and being led by the Victorian Government.

Develop and promote the BizHub Coworking Space



Status: In progress

Responsibility: Strategy and
Community

The BizHub Coworking Space is located within Realm providing a flexible working space for local businesses on a permanent or casual basis. Following the closure of the space due to coronavirus (COVID-19) restrictions, an online collaboration platform was developed to maintain connections with members and the BizHub team. With the easing of restrictions, the space has reopened with COVIDSafe capacities and practices in place.

Plan and implement carparking improvements



Status: In progress

Responsibility: Development and
Amenity

A review of the Ringwood and Croydon parking strategies has commenced with internal consultation underway. Both strategies are expected to be completed in 2021/22 following external community consultation.

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



Status: In progress

Responsibility: Strategy and Community

The partnership between Council and key stakeholders has focused on developing an engaging, community focused program to position and promote the Ringwood Metropolitan Activity Centre (MAC) and the Croydon Major Activity Centre as two of Melbourne's premier urban destinations. During 2020/21, several current activity centre projects have been put on hold to focus on economic recovery support during the coronavirus (COVID-19) pandemic. This has included the planned upgrade development of an upgrade of Maroondah Highway boulevard and a Masterplan for the future development of Staley Gardens. Other works have progressed including the development of the Croydon Community Wellbeing Precinct (CCWP) and the Croydon Structure Plan. Stakeholder engagement has also continued with Queensland Investment Corporation (QIC), who own and operate Eastland, and Croydon Main Street Traders Association. Council provided support to local businesses and these peak organisations during coronavirus (COVID-19) restrictions and the following recovery phase.

Plan and deliver the Croydon Library integrated Customer Service Project



Status: In progress

Responsibility: Corporate Services

In late 2019, Council shifted its customer service presence from the former Croydon Civic Offices into the Croydon Library. This integration of customer service within the library will serve as a working model in preparation for the new hub within the Croydon Community Wellbeing Precinct (CCWP) into the future.

Implement Better Business Approvals Project



Status: In progress

Responsibility: Strategy and Community

The Better Approvals Project, which is a collaboration between Council and Small Business Victoria, aims to improve the small business customer experience. The project went live in September 2020 and provides a streamlined approach to obtaining business permits from Council. This approach is enabled through improved customer information on Council's website and the introduction of a concierge to help navigate the process as well as linking to BizHub support offerings.

Our strategic indicator results

Indicator/Measure	Target 2020/21	Actual 2020/21	Actual 2019/20	Actual 2018/19	Actual 2017/18
Library membership as a proportion of the residential population	16.20%	13.84% ***	15.88%	16.26%	16.18%
Participant satisfaction with business support workshops	90%	96.7% *	100%	97%	97%
Increase in new business skills and networking achieved through BizWeek activities	90%	90.9%	N/A**	98%	97%

* Provision of workshops by partners (ASBAS, SBV, ATO and others) delivered online due to coronavirus (COVID-19)

** BizWeek postponed in 2019/20 due to the COVID-19 pandemic

*** The number of active library borrowers within the municipality can be expected to vary over time. Borrowing can include print and audio-visual materials, which were restricted during the coronavirus (COVID-19) pandemic, and digital materials which were popular during COVID-19 restrictions due to ease of online access. Social distancing requirements (capped building occupancy), library closures and other movement restrictions had a major impact on reduced borrowing of physical items.



Main Street, Croydon



A prosperous and learning community

Our achievements

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

Working towards a prosperous community

Business support for Ringwood East Neighbourhood Activity Centre

Council was successful in advocating for Victorian Government funding of \$100,000 through the Victorian Government's Neighbourhood Activity Centre Renewal Fund, to fund infrastructure improvements to support local business recovery at Ringwood East Neighbourhood Activity Centre. This funding supported the creation of parklets, landscaping, footpath improvements and arts and cultural installations. Activation of vacant shops and enhancement of existing business shopfronts through art installations provided an additional 'talking point' that encouraged visitation to the centres and boosted this local shopping strips. This funding is a part of the Suburban Revitalisation Plan which sees the Victorian Government partner with local governments to deliver streetscape improvements to support outdoor dining, 'pop-up' parks, footpath and bike path upgrades, public art, greening and other local infrastructure.

Support for women in business

Council held an online event in collaboration with Knox City Council and Yarra Ranges Council in December 2020 to support women in business during the coronavirus (COVID-19) pandemic. Women on the Go: Building a Bold Business and Brand featured speakers including local businesswomen to inspire recovery and resilience in small business in Maroondah. Topics included; learning how to build a business, bold business practice, branding, and a speaker coach. Speakers shared their stories of resilience and triumph on their way to business success. Participants learnt how to develop a message that connects with customers; craft a brand experience that customers will remember; build business confidence; and resilience and how to be an agile business in a changing market.

Support for business to expand outdoor dining opportunities

Council applied to the Victorian Government for \$500,000 from the Outdoor Eating and Entertainment grants package to be used in consultation with our local businesses and trader associations. Temporary outdoor dining options were introduced to help hospitality businesses expand their dining and table services during the coronavirus (COVID-19) pandemic through the Street Activities Extension Permit scheme. During 2020/21, 84 hospitality businesses across Maroondah have been supported to extend their service outdoors, expanding their service onto footpaths, streets, laneways and on-street car parking spaces. A waiver of permit fees was also introduced until June 2021 and assessments undertaken to determine the safest options to expand trading beyond shopfronts.

BizHub supports businesses during COVID-19

In response to the coronavirus (COVID-19) pandemic, Council's BizHub Team mobilised quickly to establish a triage service for small to medium enterprises (SMEs). This service linked businesses to a range of professional advice including business, legal, financial and mental health support services. The focus of this service has evolved to suit the current business environment as recovery from the coronavirus (COVID-19) pandemic continues. Local businesses have been supported with the 'We're Still Open' and 'Be Kind to Business' campaigns run for local shopping centres, support for businesses via online workshops, mentoring and various communication channels. Social distancing decals on footpaths and the distribution of 500 contactless digital thermometers provided by Victorian Government have assisted businesses during the recovery phases.

Businesses affected by the coronavirus (COVID-19) pandemic have been able to access free online workshops to plan for a stronger future and take advantage of new opportunities. Extensive engagement processes with community and businesses have been undertaken at regular intervals during the financial year to ensure services can adapt to new and emerging needs. Delivery of expert business advice relating to business operation, legal, health and wellbeing has continued to be delivered with new small businesses supported by streamlining relevant application, permits and approval processes through Council.

BizWeek

Celebrating its 20th year, BizWeek in 2021 consisted of online events and training sessions to accelerate business in Maroondah, focusing on equipping and strengthening businesses to respond to unpredictability. With last year's event cancelled due to the coronavirus (COVID-19) pandemic, the event was delivered online. The event provided businesses with opportunities to be inspired, connect with other businesses, gain tips from experts, inspirational speakers and learn through the workshops. Highlights included seminars and workshops on marketing, social media, starting a business and an entrepreneur event featuring Simon Griffiths, CEO and co-founder of 'Who Gives a Crap'.

New offerings for small businesses

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. These partnerships enabled access to a broader range of workshops and development programs for our small to medium enterprises (SMEs). The coronavirus (COVID-19) pandemic saw many of these offerings transferred online to enable SMEs to continue to gain value from the webinars and other business support incentives rolled out by Council during the pandemic. Partners are moving to offer blended interactions - in person and online - and adjust in line with current COVIDSafe guidelines.

Small Business Friendly Charter

Council is rolling out the Small Business Friendly Council (SBFC) initiative in partnership with 54 local councils to provide small business owners with the support they need to do business. The SBFC outlines shared goals for the Victorian Small Business Commission (VSBC) and participating local councils in working together to create a fair and competitive trading environment for small businesses. When signing the Charter, local councils are making important commitments including to: pay small business supplier invoices within 14 days; support local businesses in managing the disruption caused by infrastructure projects; streamline approval processes for people looking to open a business in the area; and to help set up and support local business networks.

Working with main street traders

Recognising that Activity Centres are a visible indicator of social connection and vitality, Council intensified its working relationships with traders' associations and retail centre businesses as part of its response to the impact of coronavirus (COVID-19). Support included establishing outdoor dining facilities, supporting traders' associations with grant applications, the Be Kind Maroondah initiative, and gaining Victorian Government funding to enable 'pop-up' activations at centres including Croydon South and Ringwood East. The strong relationship with Eastland continued with support for their community focused initiatives. Council continued supporting the reopening of centres, following COVIDSafe guidelines, to bring people back to support business and build a sense of community.

Supporting the Maroondah Business Group

Council continues to be an active member and supporter of the Maroondah Business Group (MBG) formed in 2019. The MBG actively supports the local business community by promoting shared learning, collaboration, engagement and advocacy.

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

The Eastern Regional Group of Councils has progressed joint advocacy in support of funding to key Council and community services, housing affordability and homelessness. This has included cost recovery for support to fire affected councils, and access to JobKeeper for Council staff impacted by coronavirus (COVID-19).

Working towards a learning community

Maroondah parenting information sessions

Council has delivered a series of online parenting information sessions for parents, grandparents and carers in Maroondah, to support families in their parenting journeys with children and young people. Webinars were delivered by a range of professionals to shed light on topics including: understanding your teen and helping their transition to become a young adult; anxious kids; and understanding communication differences and anxiety in young children on the autism spectrum. During these programs, there was a strong emphasis on understanding anxiety in children and young people and empowering them to thrive.

Support for local kindergartens during COVID-19

Council offered increased assistance to kindergartens during the coronavirus (COVID-19) pandemic, supporting early education providers as they adapted their services to deliver programs both on-site and at home. This support ensured that children and families continued to be engaged.

Developing youth leadership

Through the annual Student Wellbeing Action Team (SWAT) program in 2021, 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 2021 program immersed 21 students from six secondary schools in Maroondah in topics such as teamwork, leadership skills and knowledge of personal and community wellbeing. In 2021 the Junior SWAT Program was introduced, which provided the same leadership and wellbeing training for 25 Grade 5 students from 13 local primary schools who will lead wellbeing projects in their schools.

Accessible library services during COVID-19

Despite the suspension of Maroondah's libraries and the click-and-collect service as a result of coronavirus (COVID-19) restrictions, Eastern Regional Libraries arranged for the community to continue accessing books, magazines and DVDs through a 'click for home delivery' postal service. To keep children at home entertained, Storytime Live was streamed live to the Eastern Regional Libraries (ERL) Facebook page each weekday at 11am.

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

In response to the coronavirus (COVID-19) pandemic, Maroondah's community houses continued to provide a focal point for community engagement, making changes to their service delivery and activities to comply with coronavirus restrictions. Throughout the year, community houses continued to offer a range of accredited education programs and community program via online mediums, provide childcare services for essential workers and support emergency relief services.

Central Ringwood Community Centre was successful in receiving a Victorian Government *Let's Stay Connected* grant to implement three interconnected programs, including: support resources modified for culturally and linguistically diverse (CALD) and First People; a digital device loan scheme for isolated and vulnerable community members; and a wellness program adapted to suit the needs and preferences of the community. Glen Park Community Centre established a partnership with Eastland to provide 'click-and-collect' meals for community members, provide an emergency relief donation point and deliver an employability program to prepare young people for work in hospitality, cleaning, security, guest services and maintenance roles.

Continued implementation of the work experience and student placement program

Council continued to provide its volunteering and student placement program until placements were put on hold due to the coronavirus (COVID-19) pandemic. As restrictions eased, these programs have been renewed. The program provides opportunities for volunteers and students to support the wider community, support and supplement their studies and provide practical work experience, as a prerequisite for securing future career opportunities. Council volunteers assist with programs such as delivered meals, maintaining our bushland, reserves and community gardens, and arts and cultural programs. In addition to assisting with program delivery Council's volunteering opportunities provide a valuable means of building and strengthening relationships and building social and community cohesion, while providing volunteers with a sense of purpose, meaning and connection.

Maroondah supports young drivers through its L2P program

The L2P program continued for its sixth year. The program matches learner drivers with a fully licensed volunteer mentor to help them gain the required 120 hours of driving experience to be eligible for a probationary driver's licence. The program is particularly valuable for those learner drivers who do not have easy access to either a car or supervisor with a full licence. Volunteer mentor drivers are provided with comprehensive training and support. Although driving sessions were not able to run for a significant period of 2020 due to coronavirus (COVID-19) restrictions, the program continued to support vulnerable young people through relevant information and referral pathways as well as supporting mentors through training opportunities and online social connections. The program has attracted an increased number of volunteer mentors with seven new mentors joining in the past 12 months. The program recommenced in 2021 once restrictions were lifted.

Road safety education programs delivered

Road safety education program and events were restricted in 2020 due to the coronavirus (COVID-19) restrictions which involved closures of early years, schools and community events. The *Be Safe, Stay Safe* Program resumed in 2021, with 355 prep and grade 1 students from four primary schools learning about pedestrian safety. Five schools participated in National *Ride2School* Day in 2020 and 2021. Heathmont East Primary School endorse a school travel plan in which was launched in March 2021. The Active Travel Plan is a collaboration between the school and Council, featuring a mix of infrastructure considerations, such as the new Armstrong Street Shared Pathway, and education programs. Heathmont East Primary School is the first school in Maroondah to install the innovative 'tag-on' system to record student travel to school.



The L2P program matches learner drivers with a fully licensed volunteer mentor



A prosperous and learning community

Looking ahead

In continuing to work towards a prosperous and learning community during 2021/22, Council will:

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

The focus of the Maroondah Shopping Centres Strategic Review was amended as part of the coronavirus (COVID-19) economic recovery planning, to focus on short-term actions to improve amenity and activate 31 shopping centres across Maroondah. In 2021/22, a capital works plan will be developed for centres. Work will continue identifying and implementing place activations as part of Councils continued focus on developing 20-minute neighbourhoods building on the success of the Croydon South and Ringwood East Neighbourhood Activity Centres projects.

Work in partnership to implement the Bayswater Business Precinct transformation strategy and investigate and implement opportunities to enhance business capability, skill development, employment and education pathways for the manufacturing sector

The Bayswater Business Precinct Strategy is a partnership with Knox and Yarra Ranges Councils to maintain and strengthen the economic value of the Bayswater Business Precinct. Consultants have been funded by the Victorian government to develop a transformation strategy for the precinct. Once finalised, it will be formally adopted by the three councils and guide the work in the precinct. During 2021/22, work will continue the implementation of *BBP Connect* (Business-to-Business platform) as well as a focus on transport and amenity.

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

Council is working closely with the Department of Education and Training (DET) to support the rollout of funded three-year-old kindergarten in Maroondah. In 2022, three-year-old-children will be able to access five hours a week in a free kindergarten program, this will increase to 15 hours per week by 2029. Through DET funding, Council has employed a Kindergarten Initiative Project Officer to work with services to understand their needs and ensure that infrastructure will meet community demand.

Facilitate co-working opportunities in Maroondah

In 2021/22 Council will review the needs of businesses and its co-working offerings. The BizHub team will continue to strengthen its partnership with Waterman in the lead up to their opening their service office operations in Eastland and the co-working space will continue to operate in a COVIDSafe manner.

Our core services

Council delivers several 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 programs for the business community and manages the relationships between Council, businesses and community. The team delivers a collaborative co-working 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.



Enjoying a quiet moment at Realm

Annual Report 2020/21



A vibrant and culturally rich community

Our vision

In 2040, Maroondah will be a vibrant and creative community recognised for celebration of the arts, cultural expression and diverse entertainment options.

Our commitments

Through the *Council Plan 2017-2021 (Year 4: 2020/21)*, Council identified two priority actions to be delivered during the 2020/21 financial year to work towards a vibrant and culturally rich community.

Design the Karralyka redevelopment, and undertake staged works



Status: In progress

Responsibility: Operations, Assets and Leisure

Design has commenced for the staged Karralyka redevelopment and work will continue over the next few years subject to funding. The proposed redevelopment will include a new entrance foyer, an additional function room, outdoor plaza space and improved accessibility. Stage One works were completed in 2020/21 including a major upgrade to heating, cooling, the electrical systems and a backup generator. Foyer expansion works will also be completed in 2021/22.

Did you know?

We completed and launched
four public art projects in
2020/21.

Implement the new Arts and Cultural Development Strategy 2020-2025



Status: In progress

Responsibility: Strategy and
Community

The Maroondah Arts and Cultural Development Strategy 2020-2025 was developed through extensive consultation and research, guided by the Maroondah Arts Advisory Committee. Endorsed by Council in March 2020, the Strategy represents a significant commitment by Council to lead, partner and support arts and cultural development across Maroondah over the next five years. It is built around the following key strategic themes: a culturally active, engaged and connected community; vibrant places and spaces; city that is creative, flourishing and values the arts.

Our strategic indicator results

Indicator/Measure	Target 2020/21	Actual 2020/21	Actual 2019/20	Actual 2018/19	Actual 2017/18
Community satisfaction with arts and cultural facilities	78	74	77	82	78
Participation in Maroondah Festival activities	27,000	N/A*	27,000	27,000	30,000

* Events did not go ahead in 2020/21 due to coronavirus (COVID-19) restrictions



A vibrant and culturally rich community

Our achievements

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

Working towards a vibrant and culturally rich community

Indigenous arts and culture celebrated

During 2020/21, Council continued to support and work in close partnership with the local community as well as with artists, community leaders and organisations from across Victoria and Australia to promote a wide range of arts and cultural practice within Maroondah. Contemporary visual arts practice and poetry were celebrated with a three-month program in the Ringwood Arts Precinct including the ArtSpace at Realm exhibition *Before time: Angkamuthi meets Gunditjmarra*, with works by Teho Ropeyarn and Vicki Couzens, curated by Kelly Koumalatsos. Poems by proud Wailwan and Mullum Indigenous Gathering Place Elder Aunty Irene Norman were presented in the Realm windows and Eastland as part of the annual RingWORD program. Ringwood-based artist Simone Thomson (Yorta-Yorta and Wurundjeri) created the mural *I am the land, the land is me* for the Realm ArtWall, exploring her story and her cultural connection to the local landscape.

New public art celebrates indigenous culture

Two significant permanent Indigenous public art commissions were installed in 2020/21 ensuring lasting legacy, awareness and appreciation of Indigenous arts and culture in Maroondah. Council's first Indigenous public art commission was installed in the foyer of the new Council Chamber at Realm. Indigenous artist, Marcus Lee consulted with Indigenous elder Aunty Janet Turpie-Johnstone for his work *Journey of Discovery*. Council has worked closely with Mullum Mullum Indigenous Gathering Place (MMIGP) and leading Indigenous artists Robert Young and Simone Thomson to create a series of public artworks as part of the Ringwood East Place Activation Project. The new laneway park on Railway Avenue in Ringwood East is the central site for *Dancing with Creation*, a significant series of newly installed public art elements which include a large wall mural, a pavement mural, and decorated planter boxes located along Railway Avenue. Alongside the park, a temporary 'pop-up' exhibition and arts activation site was installed as part of Reconciliation Week activities, showcasing work by MMIGP. This public artwork was jointly funded by Council and the Victorian Government.

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

The FReeZA team delivered a range of online events during 2020/21 including a 1980's inspired workout video and an online murder mystery event, reaching 211 participants. In 2021, the FReeZA team returned to running live events, successfully delivering a family and friends event and an eco-friendly 'pop-up' op-shop, craft station and live music event.

Ringwood arts precinct attractions

Ringwood Arts Precinct, including Realm, the Town Square, the Backyard and Maroondah Federation Estate, has an outstanding collection of outdoor urban artworks that attract visitors from across Melbourne. While a range of events, exhibitions and programs had to be suspended during coronavirus (COVID-19) pandemic restrictions, strong interest and participation continues in this unique precinct. Program highlights of the 2020/21 program included the sell-out season of 'Romeo and Juliet' by Fresh Theatre in the Backyard during February 2021 and the popular and successful Ringwood Urban Art Tours presented by Council in partnership with Eastland.

New public art

The provision of public art around Maroondah is guided by Council's Public Art Policy 2015, which demonstrates Council's commitment to public art in Maroondah and responds to the community's desire for traditional and contemporary art forms in public settings. Several key locations for future public art developments were identified within the Arts and Cultural Development Strategy 2020-2025, including within new multi-level carparks which are being constructed adjacent to railway stations in Maroondah. Commissioning processes have commenced for works to be installed in 2021-2022. Artwork undertaken by a local artist, Tricia Van Der-Kuyp was displayed on the temporary hoarding around the construction site and a painted mural was established by street artists Chuck Mayfield and Bryan Kearns who worked with young people from the Croydon area.

Karralyka events and performances online

Despite the cancellation or postponement of all onsite events and performances due to the coronavirus (COVID-19) pandemic, Karralyka continued to offer livestreaming of selected performances that residents could access free from home. Toe Tapping Tuesday's offered livestreamed performances by well-known performers and up and coming talent across a range of genres. The Little Mermaid performed by the Victorian State Ballet was also livestreamed from Karralyka. Resumption of the season recommenced in March 2021.

Support for arts and cultural groups during COVID-19

Council has developed a wide range of support and advice for the creative community impacted by coronavirus (COVID-19) in recognition of the invaluable contribution that creative industries make to local employment, community wellbeing and vitality, tourism and economic development. This support included subsidies for the hire of Council's cultural facilities, and a Creative Recovery Forum. Council's 'Arts in Maroondah' social media and other online platforms have provided information and opportunities for networking for individuals and groups. Engagement with arts, community and creative industry stakeholders was undertaken in 2020 to inform priorities for arts and cultural recovery.

Children's Week activities

This year's National Children's Week focused on nature play and exploring outside. Due to coronavirus (COVID-19) restrictions, activities were adapted to make sure children and families had the resources to focus on exploring the outdoors together, while complying with COVIDSafe guidelines. A Hop to it chalk pack and Nature Play Pack with clay, magnifier, minibeast ID cards and activity sheets were used to encourage families to explore their neighbourhoods by looking for minibeasts, teddy bears, Spoonvilles and rainbows.

Events for Children at Artspace

The Land of Nod performances by Thomas and Wells at Artspace at Realm was held throughout March 2021, and included adventures filled with lullabies and stories for preschool children and their families. Created by performers Neil Thomas and David Wells, Land of Nod is a playful investigation into the world of sleep.

Online engagement during coronavirus (COVID-19) restrictions

In response to the coronavirus (COVID-19) restrictions, Council offered creative online classes for children at Wyreena during 2020/21 including imaginative storytelling and adventure children aged 5 to 10 years with Sim Sala Bim. Online drawing, painting and craft classes were offered to 5 to 8 years while a targeted program of creative movement was delivered in partnership with AusDance for older participants experiencing isolation. A range of exhibitions were also delivered online.

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Re-engagement through creative expression including writing, storytelling, song writing, visual and performing arts

One of the priorities identified for coronavirus (COVID-19) social and cultural recovery is for targeted projects which connect parts of the community to creatively share stories/experiences. Notes of Kindness is an intergenerational and multi-art form cultural recovery project that involves working with local choirs for community healing and resilience. Notes of Kindness used some of the powerful letters of kindness that were exchanged between people living in nursing homes and primary school children in Maroondah during the coronavirus (COVID-19) lockdowns during 2020. Choirs and other members of the community have commenced working with local artists and cultural leaders to develop a series of installations and performances incorporating storytelling, music, film and visual installations that will be presented at Karralyka in July 2021. In addition, Council has provided advice and grants to support locally based groups to deliver a range of recovery projects. One of the 2020/21 recipients of Maroondah's Arts and Cultural Grant Program was Yarrunga Community Centre's ISO Art. This program allowed participants to express their experiences of isolation during coronavirus (COVID-19) restrictions supporting the community to share emotions through art, assisting with mental health self-care and recovery.

Cultural tourism and supporting local creative industries

Council has provided subsidised use of cultural facilities for local arts and cultural groups and creative practitioners including rehearsal, presentation, and exhibition spaces at Karralyka, Maroondah Federation Estate, Wyreena Community Arts Centre, and halls across Maroondah. Cultural tourism initiatives are being incorporated into arts activation strategies within 20-minute neighbourhoods and key activity centres, providing opportunities for our artists and creative industries to regain sustainability and add to the cultural vibrancy and social value of these centres. After many months of limited activity due to coronavirus (COVID-19) restrictions, galleries returned to their usual programming, with several new exhibitions featuring local artists. Local artists have taken centre stage for many of the exhibitions at Maroondah Federation Estate Gallery and Wyreena's Arts Lounge in 2021.

Christmas in Maroondah

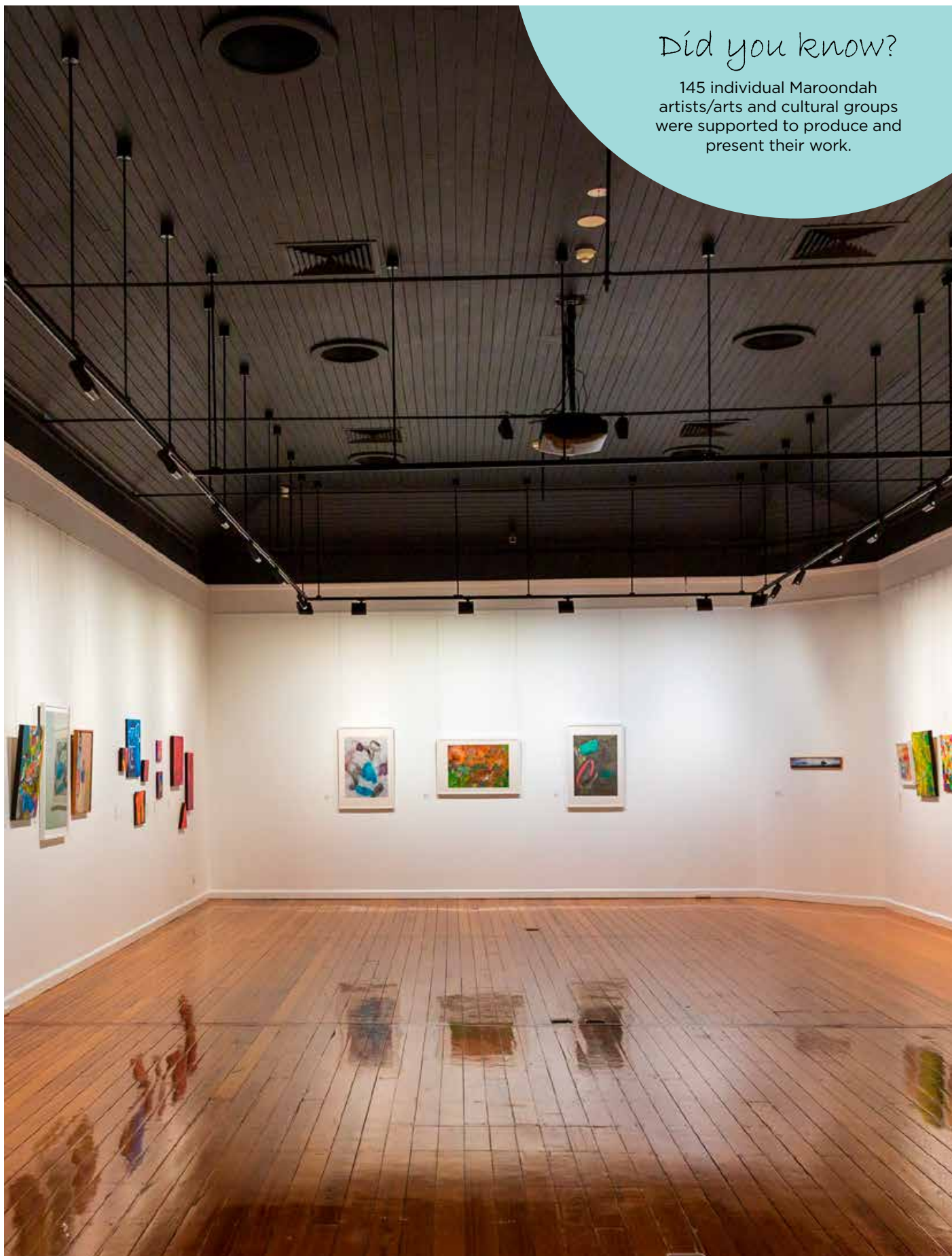
With many events impacted by coronavirus (COVID-19), including the annual Maroondah Carols, Maroondah coordinated a number of smaller events to share the Christmas spirit. Wyreena Community Arts Centre provided a magical series of Christmas windows with vignettes created by local designers. The Elf on the Shelf campaign encouraged the community to find one of Santa's 'elves' at shopfronts and other locations in Maroondah and residents were encouraged to decorate their houses through the Light Up Maroondah competition. Spreading cheer in the community was also achieved through Christmas banners and decorations on display throughout local shopping precincts, and nativity scenes at Ringwood Clocktower Park.

New look Karralyka website

A new look Karralyka website was launched to coincide with the start of the new theatre season. The new website is now responsive to all devices and includes a new online ticketing system.

Did you know?

145 individual Maroondah artists/arts and cultural groups were supported to produce and present their work.



Maroondah Federation Estate Gallery, Ringwood



A vibrant and culturally rich community

Looking ahead

In continuing to work towards a vibrant and culturally rich community during 2021/22, Council will:

Deliver the 20 Minute Neighbourhood Place Activation Projects in the Croydon South local activity centre and Ringwood East neighbourhood activity centre

A community art project entitled 'Croydon South Neighbourhood Snap Shoot' has been planned for May-August 2021, encouraging community members to get involved and be part of celebrating a collective community identity. A mural will be made up of black and white photographs of the community and will be displayed on the brick wall to the south of the Eastfield Shopping Centre for approximately six weeks. The photos will be supported by a short message from residents highlighting the community sentiments around place and will provide an opportunity for community to connect with one another. Council will continue to monitor and evaluate the community's response to the place activation activities.

Design the Karralyka Centre redevelopment, and undertake staged redevelopment works

Design has commenced for the staged Karralyka redevelopment and work will continue over the next few years subject to funding. The proposed redevelopment will include a new entrance foyer, an additional function room, outdoor plaza space and improved accessibility. Council will continue design of the Karralyka redevelopment and review staging options.

Implement the Arts and Cultural Development Strategy 2020-2025 and work with the Maroondah Arts Advisory Committee to maximise arts and cultural opportunities across Maroondah

Key projects and focus areas for 2021/22 include significant public art commissions for multi-level carparks and for Realm and planning for the integration of arts and cultural facilities within the Croydon Community Wellbeing Precinct. Further development of the very successful integration of arts activations into the regeneration of local shopping centres and 20-minute neighbourhoods will take place alongside further innovative programming and marketing of the Ringwood arts precinct. Cultural recovery priorities identified in the *Maroondah COVID-19 Recovery Plan* will continue to be a focus for 2021/22.



Jane duRand, Leaf Totems, 2014

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 located in sites 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.



Roger Archbold, Carnifex, 2021

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A clean, green and sustainable community

Our vision

In 2040, Maroondah will be a resilient community committed to sustainable living, enhancing our natural environment, and providing leadership in responding to climate change.

Our commitments

Through the *Council Plan 2017-2021 (Year 4: 2020/21)*, Council identified five priority actions to be delivered during the 2020/21 financial year to work towards a clean, green and sustainable community.

Work in partnership to implement the Reimagining Tarralla Creek project



Status: In progress

Responsibility: Development and
Amenity/Strategy and Community

Council is working in partnership with Melbourne Water, Yarra Valley Water and the Department of Environment, Land, Water and Planning (DELWP) on the project design and construction delivery of the Tarralla Creek Connects project. The project is one of five trial sites for Melbourne Water's 'Re-imagining Your Creek' program and looks to enhance the natural environment, create a place for community to connect to nature and one another, improve connectivity, and deliver a resilient and maintainable waterway. The section to be reimagined extends from Dorset Road to Eastfield Road in Croydon. Council is working with project partners to enhance the area by adopting contemporary urban design and landscaping ideas and incorporating suggestions from the community. Works carried out by Melbourne Water to construct the section between Norton Road and Vinter Avenue in Croydon commenced in early 2021 and is scheduled to be completed in October 2021.

Complete the tender and implement contracts for waste collection, landfill and the receipt and sorting of recyclables



Status: In Progress

Responsibility: Corporate Services

Council has developed a 10-year Waste, Litter and Resource Recovery Strategy, which will drive the needs of each of Maroondah's waste contracts. Key changes over the next decade include introducing a food and garden organics service; sending waste to an advanced waste and resource recovery facility instead of landfill; a glass only recycling service; and standardising bin lids to meet Standards Australia's colour, markings and designation requirements for mobile waste containers. These new services, alongside a comprehensive action plan of resource recovery, litter, illegal dumping and education initiatives, will result in significant improvements to how waste and litter is managed in Maroondah. Tenders and contracts for waste collection, landfill and the receipt and sorting of recyclables are planned to be completed in conjunction with the strategy. Work has commenced in 2021 for an implementation of the new collection and processing contracts in 2022.

Introduce the Maroondah Environmentally Sustainable Design Policy into the Maroondah Planning Scheme



Status: In progress

Responsibility: Strategy and Community

The Maroondah Environmentally Sustainable Design (ESD) Local Policy Planning Scheme Amendment was exhibited in early 2021. Submissions were considered, and the Amendment was adopted by Council at the 22 March 2021 Council Meeting. Council has requested approval of the Amendment from the Minister of Planning.

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

Status: In progress

Responsibility: Operations, Assets and Leisure

The streetscape enhancement program has continued 2020/21 with significant tree planting.

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Undertake a review and update Council's Sustainability Strategy and Carbon Neutral Strategy



Status: In progress

Responsibility: Strategy and Community

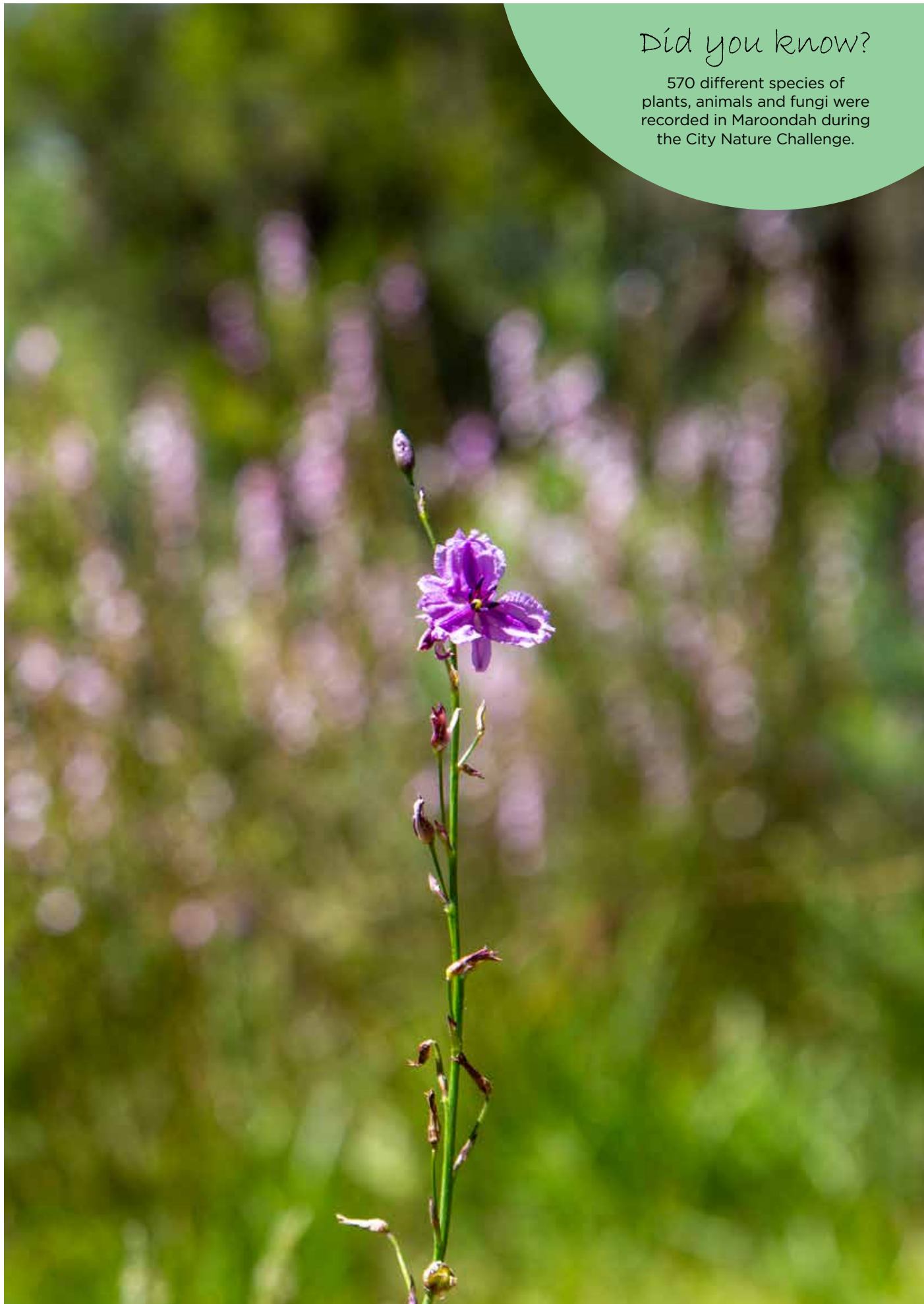
Following the completion of the Sustainability Strategy evaluation process and preparation of an Activities Report for 2016-2020, work has commenced on the preparation of a new *Sustainability Strategy 2021-2030*. A series of research papers have been prepared which will be used to inform the development of an Issues and Options Paper expected to be released for public comment in July 2021. Engagement with the Maroondah Environment Advisory Committee has commenced, with feedback and advice also informing the development of the paper. A draft Strategy will then be developed for further consultation before the preparation of the final Strategy for endorsement towards the end of 2021. Project planning has also commenced for the review of the Carbon Neutral Strategy, which will be undertaken in 2021/22.

Our strategic indicator results

Indicator/Measure	Target 2020/21	Actual 2020/21	Actual 2019/20	Actual 2018/19	Actual 2017/18
Annual understory plantings and grasses planting within Maroondah	15,000	31,650	23,000	17,500	25,000
Recycling diversion rate from landfill	54%	56.71%	56.83%	54.56%	54.14%

Did you know?

570 different species of plants, animals and fungi were recorded in Maroondah during the City Nature Challenge.





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 for the implementation of the Domestic Wastewater Management Strategy over the next year is being developed. Some of the actions undertaken include providing detailed information about onsite wastewater system maintenance on the Maroondah website and updating mapping overlays with newly sewered properties on Council's web-based Geographic Information System (GIS) mapping data viewer. A project to provide new residential property owners with information regarding septic systems was delayed due to the impending introduction of the new *Environment Protection Act*.

Desilting completed

Council has undertaken pond rehabilitation works in Croydon Hills and Warranwood. Desilting works has been completed at Settlers Orchard in Croydon Hills, including a redesign of the reserve pond. Pond rehabilitation works has been undertaken in Narr Maen Reserve in Croydon Hills. Works included draining two of the ponds and desilting works as part of Council's ongoing maintenance schedule. In addition, works have been undertaken to maintain and desilt the dam at Yanggai Barrage in Warranwood including draining the dam and further desilting works.



Desilting works were completed at Settlers Orchard in Croydon Hills

Working towards a green community

City Nature Challenge to connect people with nature

The City Nature Challenge is an annual global event coordinated by the California Academy of Sciences and the Los Angeles County Natural History Museum, that was first run in 2016. In 2021, Maroondah teamed up with seven other Councils in Eastern Melbourne (Boroondara, Greater Dandenong, Knox, Manningham, Monash, Stonnington and Whitehorse) along with the Field Naturalists Club of Victoria and the Entomological Society of Victoria, to compete against 419 cities from 44 countries under the collaborative banner 'Melbourne - Eastern Metropolitan area'. During the Challenge's recently completed four-day observation period (30 April to 3 May 2021), residents in all eight municipalities were encouraged to find, photograph and document (on the iNaturalist online platform) the native fauna and flora that lives and grows in our neighbourhoods. As part of the Challenge, Council organised ten guided walks through different reserves across the municipality, each led by someone with local knowledge and expertise of nature and/or the reserve. Following the success of the City Nature Challenge, Council will participate in the 2021 Great Southern BioBlitz in October.

Nature Play

Nature Play Week in Maroondah was held from 14 to 25 April 2021. Children and their families were invited to explore, play and imagine outside at Barnegeong Reserve in Croydon. Activities included; building cubbies, creating with clay and nature, covering with a game of 'seek and find', going on a bush walk, bird watching and nature craft. The Nature Play page was launched on Council's website providing children and families information about enjoying unstructured play activities outside. A number of parks, walking trails and bushland reserves are listed on the page encouraging children to participate in nature to enhance mindfulness and confidence, increase physical strength, improve resilience and reduce stress. A range of nature play activities are suggested and tips are offered for staying safe outdoors.

Work in partnership to undertake renewal works on the Mullum Mullum shared trail

Project planning for Mullum Mullum Creek shared trail renewal works commenced in 2019/20, however construction was deferred until 2021/22 due to the coronavirus (COVID-19) pandemic. The Mullum Mullum Creek Trail is approximately 5.5 kilometres in length, extending from the Eastlink Trail at Sherbrook Park in Ringwood through to Highland Avenue in Croydon.

Standards for Canopy Tree Provision

Development of the Maroondah Minimum Standards for Canopy Tree Provision during 2020/21 has marked a key step towards ensuring urban development contributes to sustaining Maroondah's current high levels of canopy cover into the future. These standards provide clear and justifiable standards for the provision of canopy trees as part of landscaping requirements in the Maroondah Planning Scheme, to ensure that newly planted canopy trees can achieve their full potential in terms of growth, health and longevity. These are expected to be more formally incorporated into the planning scheme in the future.

Council's annual planting program

Council commenced its annual street tree planting program in June with around 2500 new trees being planted in nature strips across the municipality. This was part of Council's new capital works tree improvement program, to sustainably build and maintain the leafy character of Maroondah. The new trees were to be a mixture of native and exotic species with the most appropriate species being selected for each site based on available space and existing tree character. Urban trees also provide many benefits to our community such as filtering urban pollutants, providing food and protection for birds and other animals. 6,650 understory plantings and grasses and 540 trees have been planted at our parks and reserves, with around 25,000 indigenous plants and trees now at home in bushland reserves.

Maintaining our bushland

Council in partnership with volunteer groups, undertook a continuous maintenance program during 2020/21 that involved control of weed species, planting of new trees to maintain tree canopy and other works to both conserve the bushland reserves and enhance their biodiversity.



A clean, green and sustainable community

Our achievements

Working towards a sustainable community

Environmental Upgrade Agreement

In October 2019, Council endorsed proceeding with Environmental Upgrade Finance (EUF), a financing mechanism enabling Maroondah building owners to better access finance (lower rates and longer terms) for environmental upgrades to existing non-residential buildings. An EUF is a three-party agreement between a building owner (borrower), a financial institution (lender) and a Local Government Authority. An Environmental Upgrade Agreement is used to levy an Environmental Upgrade Charge on the property which is payable back to the lender through the rates system. Council is using this approach to support industries and enterprises to prosper and develop by facilitating low carbon businesses, stimulating a green economy, and facilitating resource efficient businesses. In 2020/21, one business accessed the mechanism to install a 99kW solar photovoltaic system onto the roof of their business. The installation is expected to result in an environmental benefit of 129 tonnes CO2 emissions reduction per annum.



Carbon Neutral Certification

Council committed to becoming carbon neutral in 2008 and in December 2020 achieved Carbon Neutral certification by Climate Active for Council's operations. Certification recognises that through our operations, Council is removing as much carbon from the atmosphere as we are contributing. Over the recent years, changes have been made to services and facilities in order to achieve this commitment including: 5-Star Green Star certification for the Realm offices; delivering building energy efficiency upgrades to Aquahub, Aquanation, Maroondah Federation Estate, Realm and The Rings under an Energy Performance Contract program; replacing street lighting with LEDs; and switching from hardcopy to electronic payrolls. Council will continue to implement further projects to reduce our greenhouse gas emissions, purchase carbon offsets and annually report on our emissions to support our ongoing certification.

Sustainability Fair

Central Ringwood Community Centre organised a sustainability fair on 28 March 2021 at the Bedford Park Community Garden. Local businesses and community groups hosted stalls and food vans featuring sustainably sourced foods. Children and families participated in an Easter egg hunt, live music, guest speakers and demonstrations including the Indigenous Mindfulness practice Wayapa Wuurk and West African Drumming.

Looking ahead

In continuing to work towards a clean, green and sustainable community during 2021/22, Council will:

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

The Maroondah Environmentally Sustainable Design (ESD) Local Policy Planning Scheme Amendment was adopted by Council at the 22 March 2021 Council Meeting. Council has requested approval of the Amendment from the Minister of Planning.

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

Following the completion of the Sustainability Activities Report for 2016-2020, project planning will now commence on preparing a new Sustainability Strategy that responds to the evaluation of the past strategy and the advice of the Maroondah Environment Advisory Committee. A review of the Carbon Neutral Strategy will be undertaken in 2021.

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

Project planning has also commenced for the review of the Carbon Neutral Strategy, which will be undertaken in 2021/22.

Work in partnership to implement the Reimagining Tarralla Creek project

The Reimagining Tarralla Creek Project seeks to enhance Tarralla Creek and surrounds in Croydon through an integrated partnership with Melbourne Water, Yarra Valley Water, and Department of Environment, Land, Water, and Planning (DELWP). The project is one of five trial sites for Melbourne Water's 'Re-imagining Your Creek' program and looks to enhance the natural environment; create a place for community to connect to nature and one another; improve connectivity; create a space for arts, culture, and education; and deliver a resilient and maintainable waterway. Detailed design for the project has been developed in partnership with Melbourne Water, Yarra Valley Water, and the Croydon community. The project will be delivered in four stages with Stage 1 currently under construction and marked for completion by late 2021. Stages 2 - 4 are currently unfunded but will be pursued by project partners through a Federal and State advocacy campaign.

Implement Council's Waste, Litter and Resource Recovery Strategy

In 2021/22, a number of supporting strategic documents will be developed to align with the implement the Strategy. These will include a Litter and Illegal Dumping Education Strategy and the Waste Education Strategy which will include rewards for households who recycle, school programs, community workshops and competitions, education materials and other initiatives. Other implementation initiatives will include design and planning of the new Food Organics and Garden Organics service, changeover of the current maroon garden organics bin lids to the Australian Standard of lime green, and new recycling stations rolled out to Council's Realm and Croydon Library buildings. Council's Compost Revolution Program will continue to offer rebates and free delivery on a range of home composting, worm farming and fermentation systems and community drop off recycling events will be expanded to trial the inclusion of polystyrene, textiles and cardboard. Council will host a household chemical collection event in partnership with Sustainability Victoria.

Prepare and implement a Maroondah Habitat Connectivity Action Plan

Following adoption of the *Maroondah Vegetation Strategy 2020-2030* by Council in March 2020, a number of actions have commenced to implement the strategy. A critical action already underway includes the identification of the best locations for improving habitat connectivity across the municipality to enable more nature throughout Maroondah. The project has been guided by an Advisory Group made up of internal and external representatives with local knowledge and expertise. A spatial modelling program is being used to model existing connectivity based on parameters for key focal species, identifying locations which offer the greatest opportunity for improving connectivity. Detailed action plans will be prepared to enable progressive implementation over the coming years.

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

The streetscape enhancement program will continue in 2020/21 with significant tree planting. Council is also investigating the potential to undertake planned fuel reduction burns in selected bushland reserves in partnership with the Country Fire Authority (CFA).



A clean, green and sustainable community

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 Bushland team maintains 44 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)

Park Maintenance 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, Council's reserve fence line half cost fencing program, and Marveloo hire bookings.

Tree Maintenance (Operations)

Tree Maintenance 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 Waste Management team provides residential and commercial waste services to the Maroondah community, including public recycling bins, street litter bins, parks and reserves bins, and Council 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 team maintains 44 bushland reserves



Did you know?

Just over 27,498 tonnes of garden organics and recyclables were collected in 2020/21.

Annual Report 2020/21



An accessible and connected community

Our vision

In 2040, Maroondah will be accessible for all ages and abilities with walkable neighbourhoods, sustainable transport options, and a safe integrated transport network.

Our commitments

Through the *Council Plan 2017-2021 (Year 4: 2020/21)*, Council identified eleven priority actions to be delivered during the 2020/21 financial year to work towards an accessible and connected community.

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



Status: Complete

Responsibility: Development and Amenity

Council received funding from Federal Roads to Recovery for the rehabilitation of Lincoln Road between Dorset Road and Hull Road in Croydon. The second stage of the Lincoln Road upgrade works from Dornoch Court to Dorset Road was completed in October 2020. The works included reconstruction and widening of the road, kerb and channel, drainage upgrades, bicycle lanes, installation of street lighting, pedestrian operated signals at Mount View Parade and improvements to the service roads.

Did you know?

\$2.5million worth of drainage projects were delivered in 2020-21.

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



Status: In progress

Responsibility: Development and Amenity

The construction contract for the road and drainage upgrade at New Street in Ringwood was awarded in August 2020 with construction commencing in October 2020. Works completed in 2020/21 include the pipe drainage upgrade component along with required service relocation works and commencement of road reconstruction activities including pavement renewal, kerb and channel renewal, and footpath works. The remainder of the works are expected to be completed in 2021/22.

Advocate for public transport improvements in the Bayswater Business Precinct



Status: In progress

Responsibility: Strategy and Community

A survey has been conducted to inform the development of the Bayswater Business Precinct (BBP) Transformation Strategy. One of the key elements of this strategy will be transportation, including public transport. The BBP has thousands of people utilising their own vehicles to get to and from work. A 2019 survey of businesses and employees identified that one of the reasons for not using public transport was the current routes and frequencies of service. Advocacy has continued to focus on changes to public transport to the BBP.

Design and construct Activity Centre carparks in Croydon, Ringwood, Heathmont; and Heatherdale station



Status: In progress

Responsibility: Operations, Assets and Leisure

The Australian Government has provided funding of \$81.6 million for new Activity Centre carparks in Croydon, Ringwood, Heathmont and at Heatherdale Station. The carpark in Devon Street in Croydon is progressing during the construction phase with completion expected in November 2021, including the removal of the existing carpark layout, to be replaced with an Activity Centre carpark that will include improved disability parking and access. Other design features include improvements to Pierson Drive, safer and more legible pedestrian paths, additional landscaping and trees, safer traffic movements and screened bin storage at the rear of the Croydon Main Street shops. There has also been progress on the Ringwood, Heathmont and Heatherdale carparks, with locations now identified for both Ringwood and Heathmont and community consultation now in progress, and a feasibility study has been undertaken for a suitable location for a new Activity Centre carpark in Heatherdale.

Annual Report 2020/21

Undertake improvement works at the carpark at McAlpin Reserve Ringwood North



Status: Complete

Responsibility: Development and
Amenity

Modifications will be carried out to the McAlpin Reserve carpark to improve the functionality, provide further accessible carparking, expand the existing gravel carpark, resurface the access road and create a new sealed pathway from Wonga Road to the reserve's internal pathways. The works commenced in April 2021 and was completed in June 2021.

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: Communications and
Engagement

Council has continued its advocacy campaign to State and Federal Members and Ministers for a range of key priority transportation projects. Council's comprehensive advocacy strategy resulted in approximately \$26.3 million in budget commitments for the Maroondah community across both Victorian and Australian levels of government. This included: an additional \$17.7 million towards the Croydon and Ringwood Activity Centre carparks and \$8.6 million towards intersection and pedestrian improvements at Canterbury Road and Heathmont Road, Heathmont.

Deliver an expanded footpath construction program



Status: Complete

Responsibility: Development and
Amenity

Council has continued the implementation of its footpath construction program to provide improved pedestrian safety. Council's footpath construction program for 2020/21 is now complete with 3.95 kilometres of footpath constructed at a total value of \$880,000. Completed works include: New Street (100 New Street to Sylvia Grove); Balmoral Road (Lockhart Road to Melview Drive); Strathallyn Road (Warrandyte Road to Mullum Mullum Road); Laurence Grove (Knaith Road to Railway Avenue); Towerhill Drive (Wonga Road to Frederic Drive); Tunbury Avenue (Towerhill Drive to Major Street); Major Street (Wonga Road to Tunbury Avenue); Holyrood Crescent (Stonington Place to Towerhill Drive); Patterson Street (Eastfield Road to Fairview Avenue); Eastfield Road (Bayswater Road to Railway Avenue); Seares Drive (Maroondah Highway to Old Lilydale Road); Ian Avenue (Holland Road to Seares Drive); Ireland Street (City Road to Reilly Street); and Bellbird Court (Wantirna Road to Clarke Drive).

Undertake carpark improvement works at Hughes Park, Croydon North; Merrindale Shopping Centre, Croydon South; and Ainslie Park, Croydon



Status: In progress

Responsibility: Development and Amenity

Planned carpark improvement works at Merrindale Shopping Centre in Croydon South and Ainslie Park in Croydon were deferred due to the impacts of the coronavirus (COVID-19) pandemic. Works are now expected to commence in 2020/21.

Implement the Maroondah Carparking Framework action plan



Status: In progress

Responsibility: Development and Amenity

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

Undertake road renewal works for Caroline Street in Ringwood, Emerald Street in Ringwood; and Norton Road in Croydon



Status: Deferred

Responsibility: Development and Amenity

Planned road renewal works for Emerald Street in Ringwood and Norton Road in Croydon were deferred due to the impacts of the coronavirus (COVID-19) pandemic.

Annual Report 2020/21

Work in partnership to implement intersection improvement works at the corner of Reilly Street and Wantirna Road in Ringwood; and Plymouth Road and Kirtain Drive in Croydon



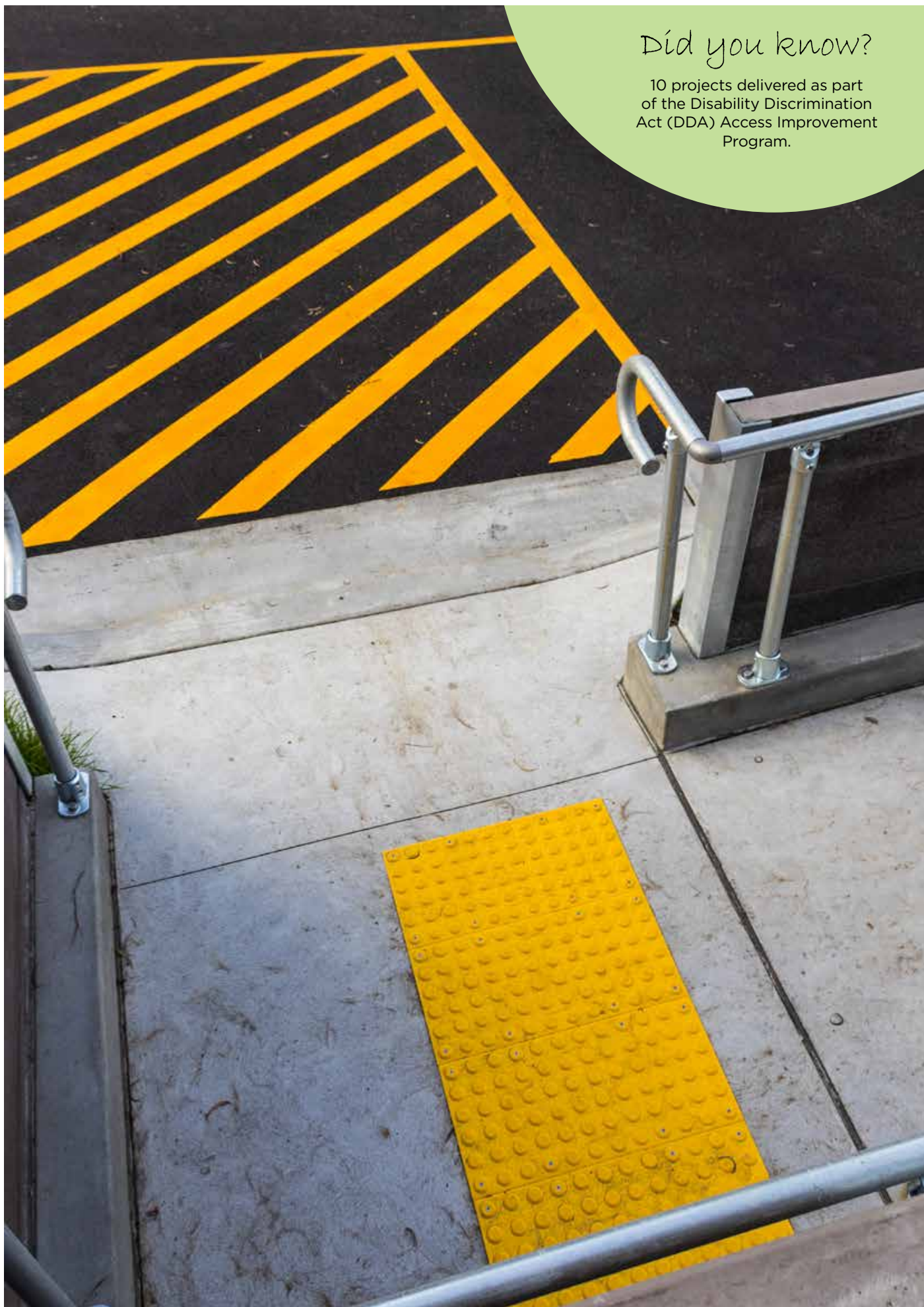
Status: In progress

Responsibility: Development and Amenity

Council has continued to work in partnership with Department of Transport/VicRoads on the development of design and community consultation for improvement works at the corner of Reilly Street and Wantirna Road, Ringwood; and Plymouth Road and Kirtain Drive, Croydon. The construction of traffic signals by VicRoads at the intersection of Reilly Street and Wantirna Road is expected to commence in 2021/22.

Our strategic indicator results

Indicator/Measure	Target 2020/21	Actual 2020/21	Actual 2019/20	Actual 2018/19	Actual 2017/18
Proportion of sealed roads below the set intervention level	3%	2%	2%	2.69%	2.75%
Square metres of sealed local roads reconstructed	3500	2548	17,352	3499	14,501



Did you know?

10 projects delivered as part
of the Disability Discrimination
Act (DDA) Access Improvement
Program.



An accessible and connected community

Our achievements

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

Working towards an accessible and connected community

Safe and accessible outdoor dining infrastructure

In order to support hospitality businesses and provide COVIDSafe opportunities for people to meet, Council has worked with a number of centres and traders' associations to provide safe outdoor dining facilities, which has been supported by funding from the Victorian Government. Council adjusted permit processes and fees to help bring activity and people back to centres.



Safe outdoor dining areas were provided during the COVID-19 pandemic

Infrastructure renewal and accessibility improvement works

The Australian Government has committed funding through the Local Roads and Community Infrastructure Program for infrastructure renewal works in Laurence Grove in Ringwood East to address the deteriorated condition of the existing kerb, channel and road pavement. Key elements of the renewal works include: reconstruction of the existing concrete kerb and channel on both sides of the road; reconstruction of all vehicle crossovers; installation of additional drainage infrastructure; and application of new asphalt surface. Accessibility improvement works include: construction of a new footpath on the east side of the road, linking Knaith Road to Railway Avenue; construction of three indented disabled parking spaces adjacent to Knaith Road Reserve; construction of an accessible ramp to the Senior Citizens Centre in Knaith Road Reserve; and the conversion of the existing pedestrian crossing at the intersection of Laurence Grove and Railway Avenue into a raised pedestrian crossing. Works commenced in October 2020 and were completed in February 2021. In October 2020, an additional \$1 billion in Australian Government funding was announced through the Local Roads and Community Infrastructure Program. Council is seeking an allocation for improvement works including streetlights, footpaths, bike paths and walking tracks.

Local area traffic management improvements

In conjunction with the Safe Travel in Local Streets program funded by the Transport Accident Commission (TAC), Council allocated funds in its Capital Works Program to install traffic calming measures. Traffic calming measures were installed in Allendale Road in Croydon including; three raised pavements and street lighting upgrades spaced along the length of Allendale Road; and the removal of the two existing slow points at Yallambee Way and Lindisfarne Avenue (to be replaced with raised pavements). Works have also been undertaken to reinstate the roadway outside 8-10 Bond Street in Ringwood, and to upgrade the existing pedestrian crossing. Works involved the reconstruction of the kerb, footpath, pedestrian crossing, central traffic island and the removal of the kerb outstand. The pedestrian crossing was reconstructed as a wombat crossing (and a set of speed cushions will also be installed outside 20-22 Bond Street. Traffic calming measures have also been installed in Morinda Street in Ringwood East (four raised pavements) and Loma Street (three raised pavements), Parkgate Drive in Ringwood (one raised pavement) and also in Reilly Street Ringwood (two raised pavements). Traffic calming measures have also been completed in Mount View Parade and Newman Road in Croydon including the installation of six raised pavements along Mount View Parade and two along Newman Parade. Intersection upgrade works have also been undertaken to improve intersection safety at Mount View Parade and Newman Road to change intersection priority that will provide consistency along Mount View Parade whilst also improving the available sight distance at the intersection. Traffic calming measures have also been completed in Patrick Avenue, Palmer Avenue and Warrien Road in Croydon. Works included the installation of four speed cushions along Patrick Avenue, one in Palmer Avenue and four along Warrien Road. Intersection upgrade works have also been undertaken at Patrick Avenue and Palmer Avenue to improve intersection operation and safety.

Successful advocacy for carparking improvements in Ringwood and Croydon

Council successfully advocated for new carparks for the Ringwood Metropolitan Activity Centre (MAC) and the Croydon Major Activity Centre, with the Australian Government committing \$30 million of funding in February 2019 for these carparks. Council was successful in advocating for an additional \$3.0 million for Croydon in July 2020 and \$14.7 million for Ringwood in May 2021. Based on the initial concept design, the new Devon Street carpark in Croydon Activity Centre is targeting 402 car spaces subject to funding. Council is currently reviewing options in the Ringwood Metropolitan Activity Centre with approximately 400 new spaces being targeted subject to funding. Community consultation and a concept design will be commenced in 2021/22 for the site located at 1A Bedford Road.

Asphalt resurfacing

As part of Council's annual road rehabilitation program, Tereddin Drive in Kilsyth South and Laurence Grove, Ringwood East were identified for asphalt road resurfacing works. This type of road resurfacing will enhance the longevity of the road pavement and provide a smoother trafficable surface.



An accessible and connected community

Looking ahead

In continuing to work towards an accessible and connected community during 2021/22, Council will:

Work in partnership with the Victorian Government to implement road improvement works at New Street Ringwood, Reilly Street and Wantirna Road Ringwood, Plymouth Road and Kirtain Drive Croydon; and undertake carpark improvement works at Dorset Recreation Reserve

In 2021/22, Council will continue to work with Department of Transport/VicRoads on the delivery of road improvement works at Reilly Street and Wantirna Road in Ringwood, Plymouth Road and Kirtain Drive in Croydon; and undertake carpark improvement works at Dorset Recreation Reserve. Council is currently working with VicRoads in finalising the project scope and design concepts before they complete the final design for tender of the works. The construction of improvement works by VicRoads at the intersection of Reilly Street and Wantirna Road is expected to commence in the 2021/22 year. Carpark improvement works will be undertaken at Dorset Recreation Reserve in conjunction with construction of a new multipurpose community sports and two new soccer pitches, with works due to commence in early 2022.

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

The Croydon Activity Centre Carpark is scheduled for construction completion in November 2021. The Activity Centre Carparks at Ringwood and Heathmont will progress the community consultation and design phases.

Work in partnership to undertake renewal works on the Mullum Mullum Creek and Colchester Road shared trails; and continue footpath construction in the Principle Pedestrian Network

In 2021/22, renewal works on the Mullum Mullum Creek shared trail is scheduled for construction. The Colchester Road shared trail from Collier Road to Dandenong Creek is scheduled for reconstruction in 2024/25.

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

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

Our core services

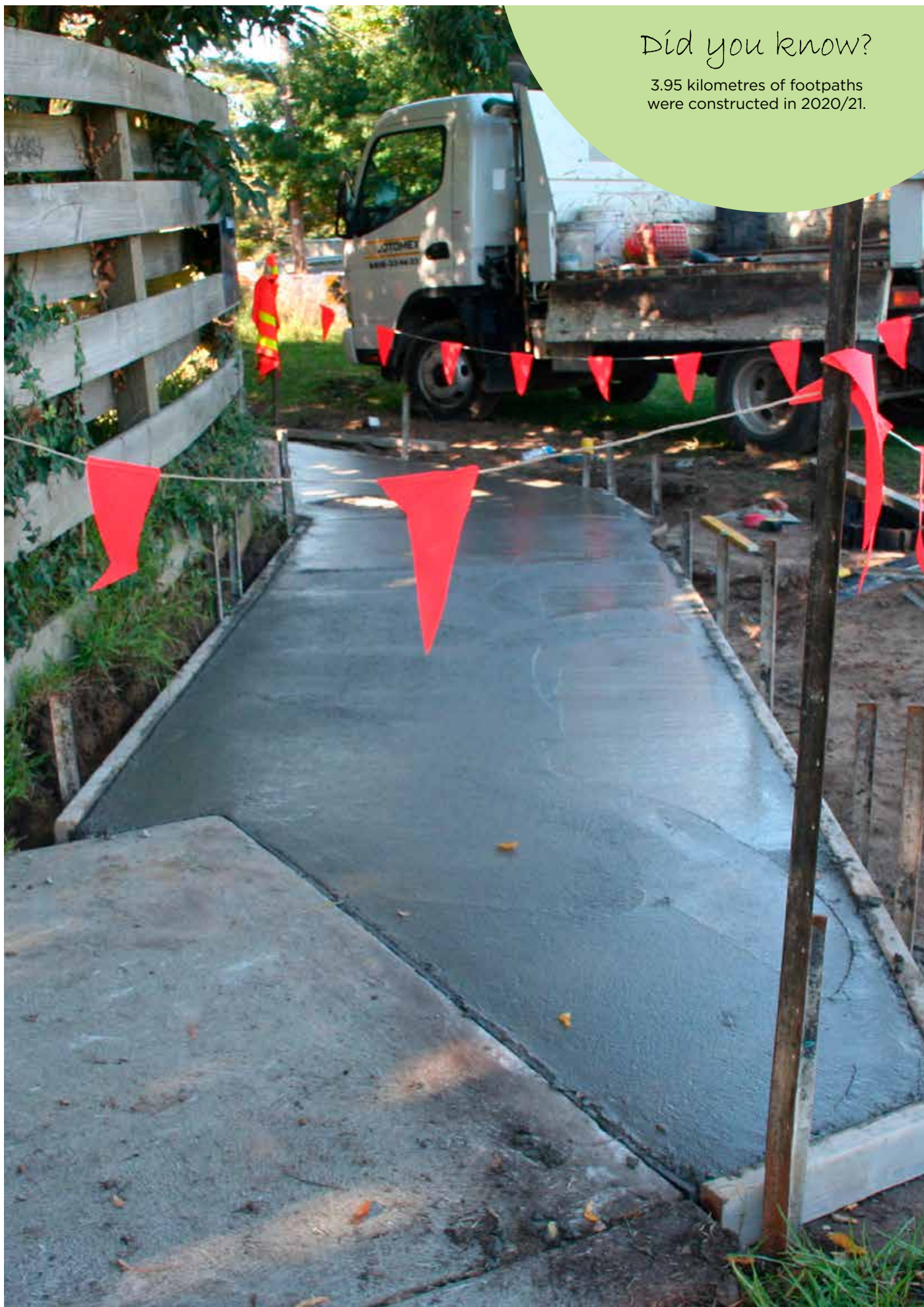
Council delivers a number of services aimed at promoting an accessible and connected community. These services include:

Built Environment (Operations)

The Built Environment team provides proactive and reactive maintenance of Council's infrastructure assets including roads, footpaths and drains. The team 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)

Engineering Services 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.



Annual Report 2020/21



An attractive, thriving and well built community

Our vision

In 2040, Maroondah will be an attractive, sustainable and well built community with thriving activity centres and a network of neighbourhoods where everyone has the opportunity to live, work and play locally.

Our commitments

Through the *Council Plan 2017-2021 (Year 4: 2020/21)*, Council identified ten priority actions to be delivered during the 2020/21 financial year to work towards an attractive thriving and well-built community.

Continue the upgrade of drainage, including flood mitigation works in Acacia Court catchment in Ringwood; Power Street catchment in Croydon North; and Scenic Avenue catchment in Ringwood East



Status: Deferred

Responsibility: Development and
Amenity

A range of drainage works were deferred until 2021/22 due to the impacts of the coronavirus (COVID-19) pandemic. These include the planned upgrade of drainage, including flood mitigation works in Acacia Court catchment in Ringwood; Power Street catchment in Croydon North; and Scenic Avenue catchment in Ringwood East.

Did you know?

There are more than 790 lineal kilometres of stormwater drains.

Implement the Greening the Greyfields project in partnership with stakeholders to facilitate a sustainable approach to urban redevelopment in identified residential precincts



Status: In progress

Responsibility: Strategy and Community

Greening of the Greyfields is an innovative approach to residential renewal involving landowners working together and redeveloping at the same time, to positively transform neighbourhoods to be more sustainable and with greater neighbourhood character appeal. Council exhibited a Planning Scheme Amendment in early 2021 for the two Greening the Greyfields precincts in Maroondah in Ringwood North and Croydon South. Community submissions to the Amendment were discussed by Council in March 2021 and it was resolved that Planning Panels Victoria be requested to appoint a Panel for the consideration of submissions. The Panel is expected to take place in mid-July 2021 with recommendations to then be considered by Council.

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



Status: In progress

Responsibility: Strategy and Community

The Croydon Structure Plan was first adopted by Council in 2006 and has successfully influenced the function and form of this Major Activity Centre. During 2020/21, Council undertook background research into the current and emerging issues facing Croydon to more accurately plan for the future growth of the Croydon community. This work considered demographic, employment and business, and the supply and demand of both land and housing. This work has been summarised into a Discussion Paper on Issues and Opportunities that was made available for public comments from 9 April to 14 May 2021. Feedback from the consultation will help inform the draft Croydon Structure Plan to be developed in mid-2021.

Annual Report 2020/21

Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct



Status: In progress

Responsibility: Operations, Assets
and Leisure

The transformation of the existing Croydon Civic Precinct into the Croydon Community Wellbeing Precinct (CCWP) will focus on delivering enhanced community spaces and functionality in relation to wellbeing facilities, family and children facilities, sport and recreation facilities, and open space. The creation of a number of integrated community hubs will also enhance the accessibility and connectivity for the community. The CCWP Masterplan was endorsed by Council in July 2020 and works commenced in early 2021. The first of the community groups (Kinder and Occasional Care) have moved into Community Hub B (former Croydon Civic Building) and the remainder of the community groups based in the Precinct will be moved in during 2021.

Develop and implement the Flood Mapping Communications Plan



Status: Complete

Responsibility: Development and
Amenity

A Flood Mapping Communications Plan has been finalised and actions within the Plan will be implemented in 2020/21 and beyond. The Council Plan 2021-2025 highlights flood mitigation projects to be undertaken in New Street, Ringwood, Sherbrook Avenue catchment in Ringwood, Scenic Avenue and Wingate Avenue catchments in Ringwood East.

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



Status: In progress

Responsibility: Operations, Assets
and Leisure

Public realm enhancement plans are intended to ensure our community spaces meet evolving community needs. The Jubilee Park Enhancement Plan and the Croydon Community Wellbeing Precinct (CCWP) Masterplan were endorsed by Council on 27 July 2020. Work will commence on enhancements for sporting facilities and accessibility at Jubilee Park, while detailed design work has commenced for the Croydon Community Wellbeing Precinct. Council has been consulting with key user groups and the broader community regarding the proposed elements being considered for Eastfield Park. These include protecting and enhancing the natural environment and improvements to Benson's Pavilion, including female-friendly change facilities. Council has also created an Improvement Plan for Ainslie Park Reserve in Croydon, including the interactions with Melba College. Feedback received has highlighted a number of opportunities including improvements to existing lighting, resurfacing of existing gravel car park, improvements to running/walking paths, and new exercise equipment.

Implement the new Ringwood Metropolitan Activity Centre Masterplan into the Maroondah Planning Scheme



Status: In progress

Responsibility: Development and
Amenity

The Ringwood Metropolitan Activity Centre (MAC) Masterplan was adopted by Council in late 2018 to position Ringwood as the principal retail, commercial, community, entertainment and employment focal point for the region. The directions and objectives of the Masterplan will be incorporated into a planning scheme amendment during 2021/22. Part of this Masterplan involves the implementation of a Developer Contributions Plan to help fund the future infrastructure needed to support the increased number of residents, workers and visitors to the centre.

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



Status: In progress

Responsibility: Development and
Amenity

Development of flood mitigation solutions for the central Croydon area is continuing. A flood mitigation works prioritisation framework and 2020/21 works program is under development. Future reporting on the flood mitigation actions for the Croydon area catchment is anticipated to include specific project actions within the *Council Plan 2021-2025*.

Deliver Council's drainage improvement program and drainage flood mitigation program



Status: Complete

Responsibility: Development and
Amenity

The delivery of Council's drainage improvement program and drainage flood mitigation program for 2020/21 is complete. Programmed works completed at a total value of \$2.50 million included: Warrandyte Road (Ringwood) drainage diversion works; Campbell Street (Heathmont) drainage relining project; Wingate Avenue (Ringwood East) stage 1 construction of earthen flood levee project; Parry Street (Croydon) easement drain upgrade; Todd Court (Croydon) drainage upgrade; Derwent Street (Ringwood North) flood mitigation drainage upgrade and retarding basin; New Street (Ringwood) renewal and flood mitigation works and drainage and sewer works; Sherbrook East Drainage Catchment pollutant traps and drainage works (Ringwood). The design of the next stage of the Scenic Avenue (Ringwood East) was completed in the 2020/21 financial year with construction scheduled for the 2022/23 financial year.

Annual Report 2020/21

Implement the results of the Neighbourhood Character and Vegetation Reviews



Status: In progress

Responsibility: Strategy and Community

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

Our strategic indicator results

Indicator / Measure	Target 2020/21	Actual 2020/21	Actual 2019/20	Actual 2018/19	Actual 2017/18
Council's infrastructure renewal/maintenance ratio	114%	104%	83%	97%	94%
Proportion of planning applications assessed within statutory timeframes	82%	83%	86%	81%	82%
Community satisfaction with general town planning policy	56	59	57	58	54

Did you know?

There are over 510 Council
buildings and structures
in Maroondah.



Heathmont Sporting Pavilion, HE Parker Reserve, Heathmont



An attractive, thriving and well built community

Our achievements

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

Working towards an attractive, thriving and well built community

Graffiti blitz

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

Enhancements to McAlpin and Yarrunga Reserves

Council was successful in advocating for \$600,000 in Victorian Government funding for enhancements at McAlpin and Yarrunga reserves. At McAlpin Reserve in Ringwood North, the existing playspace will be upgraded to include all-inclusive equipment to benefit all ages and abilities. The project will see the creation of a new playspace closer to amenities, upgraded furniture, shelters, pathways, and landscaping. Further accessible carparking, and a new sealed pathway from Wonga Road to the reserve's internal pathways are also part of planned enhancements. Funding secured for Yarrunga Reserve in Croydon Hills will provide a safer space for pre-teens and young adults, improve a pedestrian bridge and enhance BMX jumps. Over recent times, Yarrunga Reserve has seen the construction of unauthorised bike jumps in bush and vegetation areas. Council will be working with the community and users of the jumps to ensure they have a say on the final design. Council will also contribute significant funding to the two projects.

Playspace renewal

During 2020/21, a number of playground improvement works were undertaken at a number of parks and reserves across Maroondah. Improvement works were undertaken at the Nangathan Way Reserve in Croydon North including: a large climbing structure with senior and junior slides; track slide; interactive elements; two-bay community swing; basket swing; balance and scramble area made from sculptural elements and rocks. A new picnic and shelter area with seating, basketball and netball multi-sports area were installed and landscaping works were completed. Playground improvement works at Cobain Reserve and Waterloo Reserve to update the playspace equipment. The improvement works replaced the existing playground equipment with: a custom designed combination climbing structure with: safety slide; track slide; monkey bar; scramble net; interactive elements; a two-bay community swing (toddler and sling swing); motion rocker; comet spinner. The designs allowed for interactive and imaginative play for all ages and abilities to utilise the space.

Flood mitigation works

In response to ongoing stormwater flooding concerns in Derwent and Mersey Streets in Ringwood North and Wingate Avenue in Ringwood East, Council allocated funds in its 2020/21 Capital Works Program to undertake drainage improvements. The works will assist with improved stormwater capture within the roadway whilst also diverting excess overland flows to a newly constructed basin to provide further capacity within the stormwater network. Works commenced in November 2020 and were completed in December 2020. The works in Wingate Avenue in Ringwood East involved the construction of a flood levee to prevent the overtopping of stormwater flows from the adjacent waterway. Additionally, to address concerns of stormwater flooding for residential properties in New Street Ringwood, Council has allocated funds in its 2020/21 and 2021/22 Capital Works Program to undertake drainage improvement works in conjunction with major road renewal and footpath construction works. The works involve the installation of new drainage infrastructure under New Street from 98 New Street to Molan Street, including additional grated drainage pits and also raising the footpath on the western side of the road to increase the overland flow capacity. Works commenced in October 2020 and are due to be completed in late 2021. As part of Council's annual stormwater drainage infrastructure renewal program, the drainage infrastructure within the rear easement of 180-193 Lincoln Road and 3-8 Todd Court in Croydon, 31 Grey Street in Ringwood East, and 2-12 Parry Street in Croydon have also been upgraded.

Tarralla Creek Stormwater Harvesting Scheme

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

20-Minute Neighbourhood Pilot Project

In 2018, Maroondah City Council was selected by the Victorian Government to implement one of three pilots for the 20-Minute Neighbourhood Pilot Project (Stage 1). At the core of the 20-Minute Neighbourhood Project is the idea of 'living locally' and giving people the ability to meet most of their everyday needs within a 20-minute walk from home, with access to safe and convenient cycling and local transport options. Council has focused on delivering Victorian Government policy objectives as outlined in Plan Melbourne, whilst also developing its own understanding of what a 20-Minute Neighbourhood means for Council and communities across Maroondah. Consultation with community has been undertaken to better understanding of local needs, values, knowledge, and place-based activities in Croydon South. Following the success of Stage 1 and in response to the impacts of coronavirus (COVID-19), Council was awarded two Victorian Government grants of \$120,000 and \$100,000 to deliver place activation projects at Croydon South and Ringwood East.

These projects aim to trial a new approach for Council in encouraging community connection to place, as well as supporting social and economic recovery from coronavirus (COVID-19) through the delivery of temporary place activations, infrastructure, and community events in our local activity centres.

Activations at Croydon South and Ringwood East

Activations at the Eastfield Shopping Centre in Croydon South provide a temporary 'pop-up' space to improve the vibrancy of the local activity centre by and delivering place-based, community-focused activities including local events and public art projects. Project activities encourage increased partnership with Council and community stakeholders, enhanced social cohesion throughout the community, and local business recovery and support. These events and activities have sought to respond to the liveability gaps identified by the local community during Stage 1 of the 20-Minute Neighbourhoods Pilot Program and have encouraged a renewed sense of community connection to place.



An attractive, thriving and well built community

Looking ahead

In continuing to work towards an attractive, thriving and well built community during 2021/22, Council will:

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

Council undertook background research into the issues facing Croydon, including demographic, employment and business, land and housing supply and demand, to more accurately plan for the future growth of the Croydon community. Feedback from the consultation on the discussion paper will inform the draft Croydon Structure Plan. It is anticipated that after the final Structure Plan for Croydon Major Activity Centre is adopted by Council, a request to the Minister for a planning scheme amendment will be prepared.

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

This ground-breaking approach to residential renewal involves landowners working together and redeveloping at the same time, to positively transform neighbourhoods to be more sustainable and with greater neighbourhood character appeal. Council exhibited the Planning Scheme Amendment in early 2021 for the two Greening the Greyfields precincts. At the Council Meeting on 22 March 2021, Council resolved to request the Planning Panels Victoria to appoint a Panel for the consideration of submissions. The Panel is expected to take place in mid-July 2021 with recommendations to be provided for Council consideration. Following the Planning Scheme Amendment, it is anticipated that further additional precincts will be identified, and a similar approach applied to transform neighbourhoods in the municipality.

Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct

The transformation of the existing Croydon Civic Precinct into the Croydon Community Wellbeing Precinct (CCWP) will focus on delivering enhanced community spaces and functionality in relation to wellbeing facilities, family and children 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. Following the development of a draft masterplan in 2019/20 and the move of community organisations into Community Hub B during 2020/21; further community consultation, design planning and early works will be undertaken in 2021/22. Council will continue with community consultation with the view to developing staged concept plans for Hubs A and C.

Undertake flood mitigation works in New Street, Ringwood, Sherbrook Avenue catchment in Ringwood, and Scenic Avenue and Wingate Avenue catchments in Ringwood East; and work in partnership to develop flood mitigation solutions for central Croydon

The *Council Plan 2021-2025* highlights future partnership work to develop flood mitigation solutions for central Croydon. This includes projects to be undertaken in New Street, Ringwood, Sherbrook Avenue catchment in Ringwood, Scenic Avenue and Wingate Avenue catchments in Ringwood East. Design of the Sherbrook East drainage catchment from Nelson Street to Maroondah highway is scheduled for 2021/22. The next stage of the drainage upgrade works from Nelson Street to Bourke Street is scheduled for 2022/23. Design of the next stage of the Scenic Avenue (Ringwood East) was completed in the 2019/20 financial year with construction scheduled for the 2021/22 financial year. Works in Wingate Avenue (Ringwood East) (Stage 2) involve realignment and upgrade of the floodway pipe drainage with works expected to commence in 2021/22.

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 Asset Management 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

Assets Project and 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.

Building Services (Engineering and Building Services)

The Building Services 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.

Statutory Planning (Planning)

Council has the responsibility for delivering town planning land use and development advice and assessments to a diverse community of over 118,000 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 Strategic Planning and Sustainability 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.

Annual Report 2020/21



An inclusive and diverse community

Our vision

In 2040, Maroondah will be an inclusive and equitable community where all people are valued, supported and socially connected, and diversity is embraced and celebrated.

Our commitments

Through the *Council Plan 2017-2021 (Year 4: 2020/21)*, Council identified four priority actions to be delivered during the 2020/21 financial year to work towards an inclusive and diverse community.

Monitor the 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

Council continues to provide support for people to understand and access the National Disability Insurance Scheme (NDIS). This service assists local residents with information, support and advocacy as they navigate this system and remains in high demand. Council's NDIS Coordinator was acknowledged as the recipient of the Tandem Award for Mental Health for Exceptional Service by an individual for demonstrating compassion and family-inclusive practice. Tandem is Victoria's peak body representing families and friends supporting people living with mental health issues. Council also continues to monitor the My Aged Care reform agenda and is awaiting the Commonwealth response to the Aged Care Royal Commission to inform future service delivery.

Did you know?

Council's oldest volunteer is 96 years with our youngest volunteer is 17 years of age.

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



Status: In progress

Responsibility: Corporate Services

Council will continue to implement its volunteering and student placement programs during 2020/21. 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. In 2021 Council commissioned a formal review of its volunteering programs against best practice indicators. The outcome of this independent review will help to shape and prioritise the strategic direction of volunteering programs and initiatives.

Continue implementation of Council's Disability Policy and Action Plan 2019-2021



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. A range of actions were undertaken by Council during 2020/21 across themes of social and economic inclusion, services and information, design, infrastructure and transport, and advocacy and leadership. Projects during 2020/21 included: working in partnership to broaden the scale of the Porn is not the Norm project; ongoing NDIS support for local recipients; advocating for the inclusion of sensory rooms in key community facilities, a workshop with local carers to provide input and understand service needs during the coronavirus (COVID-19) pandemic; and the continued leadership of Council's Disability Advisory Committee.

Annual Report 2020/21

Finalise development of a Children and Families Strategy



Status: Complete

Responsibility: Strategy and
Community

Following completion of extensive community consultation with children, young people, parents, carers and school staff, detailed analysis was undertaken to inform Council's new Children and Families Strategy and Action Plan. The Strategy was adopted by Council in August 2020, and the Action Plan was approved in April 2021.

Our strategic indicator results

Indicator/Measure	Target 2020/21	Actual 2020/21	Actual 2019/20	Actual 2018/19	Actual 2017/18
Number of volunteers engaged within the organisation	380	386	369	400	348

Did you know?

126 clients were supported
at Kerrabee with
20,053 hours planned
activities/social support.





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

International Women's Day breakfast with a focus on wellbeing

This year's International Women's Day breakfast at Maroondah Federation Estate was held in March 2021. Mandy Hose and Kate Jones, Maroondah-based presenters of *Too Peas in a Podcast*, spoke about how they created a podcast to reach out and support people parenting children with disabilities and additional needs, and how along the way they discovered a connection with an audience of supportive, strong and determined women.

Council celebrates IDAHOBIT Day

Council celebrated the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT Day) in May 2021 by flying the rainbow flag at locations in Ringwood and Croydon, along with placing messages of support to the lesbian, gay, bisexual, transgender and intersex community (LGBTIQA+) on social media and Council's web platform. In undertaking these actions, Council sought to demonstrate its support for, and commitment to, reducing the barriers faced by the LGBTIQA+ community and a commitment to providing excellent services to people of all sexualities, sex and gender identities.

Gender Equity in Victorian Sport and Recreation Pilot Program

In 2019/20, 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 subsequently received further funding and an 18 month extension to create additional Gender Equality resources for Maroondah sporting clubs and to deliver gender equality education to South Croydon Football and Cricket Clubs and Ringwood Baseball Club.

Support for older people and vulnerable residents during COVID-19

Council ensured the continuation of essential support services for older and vulnerable residents during the past 12 months, involving escalated service delivery in response to the coronavirus (COVID-19) pandemic. Services provided included delivered meals, the adaptation of the Shopping Bus service and additional welfare calls to clients of the Regional Assessment Service and socially isolated clients through the Maroondah Police Seniors Register regardless of their usual contact schedule (increase from 106 clients to over 360). Council partnered with Victoria Police and a network of local churches who provided and delivered 400 hampers to isolated community members of the Maroondah Police Seniors Register in the weeks leading up to Christmas. Council also worked in partnership with support providers, agencies and volunteers to provide food relief to disadvantaged people as demand for food increased, with free takeaway meals being available six nights a week, across three different venues. Over the winter months of 2020, Council also partnered with Winter Shelter and Central Ringwood Community House to provide bathroom and shower services to people experiencing homelessness at a temporary location until regular services could be restored. A range of services were delivered creatively to Kerrabee clients during coronavirus (COVID-19) restrictions such as virtual programs, home and telephone check-ins. Online programs included baking, group games, and gentle exercise. An Australian Government emergency grant enabled the delivery of 200 themed activity packs each week.

Seniors Letter writing initiative

The positive power of letter writing has been helping isolated older residents across Maroondah stay connected with their community. More than 500 handwritten letters from seven local primary schools were distributed. These heartfelt letters brought feelings of hope and joy to residents during coronavirus (COVID-19) restrictions when regular social activities were postponed or cancelled. Children shared messages of hope, their hobbies, jokes, puzzles and how they felt about lockdown. Letters were then exchanged back to the children.

Social Technology Project

The Social Technology Project is the first of its kind for Maroondah City Council and was offered to existing and new Kerrabee members as a way to stay connected while in isolation. Many people in the community are unable to navigate online programs, so Council offered 1:1 training using a free loan device with data to encourage people to give online activities a go. Council also established a new online social group program, Virtual Engagement Recreation Activities (VERA) with a focus on activities for the body, mind and spirit while connecting with other people. VERA continues to be offered on weekdays. An added benefit for participants was being able to use their new skills to also connect online with family and friends.

Seniors Week recognises the contribution of older people in our community

Seniors Week in October 2020 was disrupted by the coronavirus (COVID-19) pandemic, however community members were connected with online options on offer to recognise the achievements and contributions of older people within our community.

Tackling Ageism Together campaign

Funded by Inner East Primary Care Partnership, this campaign is a collaboration of the seven Eastern Metropolitan Region Councils and based on the EveryAGE Counts advocacy materials developed by the Benevolent Society. Partner Councils including Maroondah City coordinated a series of social media campaigns to challenge stereotypes of older people and ageism at any age. As part of the campaign, Mayors from each of the seven participating Councils signed the EveryAGE counts pledge on 15 June, World Elder Abuse Awareness Day.





An inclusive and diverse community

Proud Houses Project

Glen Park Community Centre received a Victorian Government Pride Events and Festivals Fund grant to undertake project entitled 'Proud Houses' involving the creation of two videos. The aim of the project is to promote neighbourhood houses as welcoming and inclusive spaces for LGBTIQ people and their families. The first video, entitled 'your house', will be used as an educational tool for staff and volunteers across the sector, providing advice and tips on how they can make their neighbourhood house a more inviting space for their local LGBTIQ+ community. The second video, entitled 'our house' will be for external use, sharing the wonderful experiences LGBTIQ+ people have had participating at their local neighbourhood house. The project was a partnership between Glen Park Community Centre, Central Ringwood Community Centre and Mountain District Learning Centre.

Local Government Women's Charter

The Local Government Women's Charter was formed in 1997 and has been adopted by 73 out of 79 Victorian Councils. Councillors Spears, Lamont, Graham, Stojanovic and Damante as well as Marianne Di Giallonardo (Director of Corporate Services) are endorsed Women's Charter Champions. Since endorsing the Victorian Local Government Association (VLGA) Women's Charter in August 2010, Council has undertaken a range of programs and projects to support the three key principles: gender equity; diversity; and active citizenship. An annual report on related activities was presented to Council on 21 September 2020.

Workplace equality

The new *Gender Equality Act 2020* came into effect from 31 March 2021. The new Act places a greater onus on the Victorian public sector to improve workplace gender equality with the aim of influencing equality for communities in policy, programs and service delivery. The Act is the first of its kind in Australia, and will require all public organisations, including Councils, to take ongoing positive action to achieve gender equality. As part of our obligations under the new Act, Council will need to undertake gender impact assessments and audits, develop an Action Plan and submit progress reports. Over the past twelve months, Council has proactively pursued a range of organisational readiness initiatives to fulfil the requirements of the legislation. A cross-Council Workplace Equality Working Group was established to seek employee feedback on how gender and equal opportunity has influenced their working life, review Equal Opportunity policies and processes, identify gender equality improvements and initiatives and build awareness of workplace equality and inclusion principles. Through the work of this group, Council is well placed to respond to requirements of the new Act and ensure Council is an inclusive and respectful workplace for all.

Support for young people during COVID-19

In December 2020, Maroondah City Council, Yarra Ranges Council and Knox City Council officially launched the *ConnectUs* online service directory for young people aged 10-25 in the outer east. *ConnectUs* is for young people, parents, families, carers, schools, coaches or anyone who has a young person in their life and wants to support them to connect with services and supports that will help them to be their best. *ConnectUs* is anonymous and localised and can connect you or your young person to local supports and services.

Neighbour Day celebrations

Neighbour Day held on 8 March is Australia's annual celebration of community, encouraging people to connect with their neighbours. The Neighbour Day 2021 theme was 'Every day is neighbour day' building on the growing movement of people taking neighbourly actions every day of the year. Australian research has found that neighbours helping out and doing things together has positive effects on life satisfaction. Through Council's 'Let's Get Neighbourly, Maroondah' program, participants were given the opportunity to make new friends while turning their streets into their own communities, including tips, skills and tools to make it happen with fun workshops and one-on-one mentoring.

Homelessness Charter

Council has partnered with together with twelve other municipalities in adopting a joint Homelessness Charter and advocacy campaign calling for urgent action for more social housing to end homelessness. The Charter focuses on a shared commitment to advocating for inclusive housing growth, scoping and identifying land in areas to be repurposed for adaptable housing, and advocate together for inclusive housing growth including mandatory inclusionary zoning. Councils are often the first-responders to people in the community at-risk of or experiencing homelessness and provide outreach support to assist community members to navigate the available housing and community support services. Local Government areas that are signatories to the Charter comprise: City of Casey, City of Cardinia, Frankston City Council, City of Greater Dandenong, Knox City Council, City of Kingston, Manningham City Council, City of Monash, Maroondah City Council, Mornington Peninsula Shire, City of Whitehorse, Yarra Ranges Council and Bayside Council. This Charter is also supported by Eastern Affordable Housing Alliance (EAHA), the Municipal Association of Victoria (MAV), Eastern Region Group of Councils and the Department of Families, Fairness and Housing (DFFH).

Additional female changing facilities at local sporting venues

Several projects have been identified to provide additional female changing facilities at sporting pavilions across Maroondah. Construction has been completed at HE Parker Pavilion in Heathmont, Quambee Pavilion in Waranwood, R.O. Spencer in Jubilee Park, Ringwood Griff Hunt Pavilion in Croydon North, and Springfield Pavilion in Croydon.

Development of the new Active and Healthy Ageing Framework

The *Active and Health Ageing Initiative 2015-2020* has recently concluded and a new Framework is under development. The new Framework will document the role of Council and its partners in working with, and for, Maroondah residents aged 55 years and over. The Active and Healthy Ageing Framework will be integrated into Council's new *Maroondah Liveability and Wellbeing Strategy 2021-2031*.

Support for Active and healthy ageing

Supported by a *Moving for Life* grant provided by Australian Multicultural Community Services, Council encouraged residents aged 50 and over to be physically and socially active through face to face activities such as Come and Try Walking Sports, an aqua therapy program for Burmese seniors and a series of online activities including dance, yoga and exercise programs. The Prism Digital Storytelling project was a partnership involving seniors groups who produced videos featuring stories of older Maroondah residents who are active volunteers in the Maroondah community. The videos were launched through Maroondah's social media channels over several months.

Development of second Maroondah Youth Strategy Action Plan 2019-2021

The Maroondah Youth Strategy is Council's key strategic document regarding its work with, and for, young people aged 10-25 who live, work, study or play in Maroondah. The development of the Strategy was informed by extensive community consultation and research and is supplemented by a series of two-year Action Plans. The development of the second Action Plan was approved in April 2021 and will guide Council's activities during the 2021/22 and 2022/23 financial years.



An inclusive and diverse community

Our achievements

Working towards a diverse community

Implementation of the *Maroondah Reconciliation Action Plan*

Council's first Reconciliation Action Plan was endorsed by Council in April 2019. Council has a strong commitment to promote and work towards greater reconciliation in the City of Maroondah. The Plan was endorsed by Reconciliation Australia and developed in conjunction with our local Aboriginal and Torres Strait Islander community. The Plan identifies practical actions and measures for building relationships, promoting a respectful culture and creating opportunities to celebrate traditional and contemporary Indigenous cultures, knowledge and customary practices. A range of actions have been undertaken over past 12 months and implementation of the Plan will continue into 2021/22.

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 worked in partnership with Mullum Mullum Indigenous Gathering Place (MMIGP) and the Maroondah Movement for Reconciliation (MMR), to plan a number of Reconciliation Week events although the primary event was cancelled due to coronavirus (COVID-19) restrictions introduced in May 2021.

Australia Day celebrations and citizenship ceremony

Maroondah Australia Day recipients were announced as part of Australia Day activities at Ringwood Lake Park. Anupa Shah was named our Citizen of the Year. Anupa volunteers with various organisations including Sikh Volunteers Australia Organisation and the Food and Blanket Drive Project. She helps to provide free food and blankets for families and those living on the streets. She also visits isolated older people in their homes and provides respite support for foster families. The Young Citizen of the Year, Lachlan Kennedy is a member of the Maroondah Youth Wellbeing Advocates program which provides two-way engagement between Council and young people. Lachlan was also part of the

Maroondah Student Wellbeing Action Teams project and last year presented at the 2020 Maroondah Youth Awards. The Community Event of the Year went to the Glen Park and Eastland Food Relief Collection Services. The Day was also a chance to welcome 36 new Australian citizens to our community in one of several citizenship ceremonies held annually in Maroondah.

Support for culturally and linguistically diverse groups during COVID-19

Council's emergency relief and referral system during the coronavirus (COVID-19) pandemic implemented partnerships with local relief agencies as well as culturally and linguistically diverse (CALD) groups to ensure services to vulnerable people despite restrictions. Throughout 2020, information on coronavirus (COVID-19) restrictions was offered in Council's website in a range of different languages including Burmese, Chin, Karen, Hindi, Tamil and Chinese in order to cater for a diverse cross-section of language and community groups. As part of the COVID-19 Engagement Survey from July to October 2020, Council provided translated surveys for CALD communities in nine languages in both online and electronic formats. Results from the engagement process were also translated to share with local communities. In December 2020, Council received a funding grant through the Victorian Government CALD Communities Taskforce, to support translation activities and support the provision of culturally relevant emergency relief support to local Burmese communities.

Maternal and Child Health partnerships

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

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 2020/21, Council has received 80 referrals to attend the supported playgroup program. The majority of referrals have been for families from a refugee background. Programs are aimed at families developing positive relationships with children, encouraging social connections, parent education, improving mental health and wellbeing and reducing post-trauma stress disorder symptoms. Council's MCH service offers a variety of parent education programs to refugee families, with interpreters to support non-English speaking families. The six-week MCH facilitated parent groups have continued throughout 2020/21 for Burmese first time parents with these groups following onto the supported playgroup program. Both programs are an ongoing part of the MCH education program and were adapted during the year to meet evolving coronavirus (COVID-19) restrictions. There are currently nine supported playgroups running weekly during school term with up to 15 families enrolled in each group. Five of these groups are language specific to support families from Myanmar. Families have been assisted with referrals to early start kindergarten and agencies to assist with material aid.

Power of Connection multilingual event

Power of Connection was a free guided online event presented by Esther Xu held on 5 May 2021. Esther Xu is a motivational speaker who is keen to help guide others to find connection in their daily lives. She openly discusses her battle with cancer focusing on the importance of community connection throughout her struggles. A downloadable workbook included mindfulness exercises with a guided meditation at the end. As a multi-lingual event, the presentation and workbook was provided in both English and Mandarin.

Aboriginal and Torres Strait Islander cultural awareness at Maroondah Occasional Care

The introduction of a Maroondah Occasional Care Reconciliation Action Plan (RAP) has been instrumental in fostering a greater understanding of Aboriginal and Torres Strait Islander heritage and culture. The RAP has had a meaningful impact around the Centre, in terms of signage reflecting different cultures, Aboriginal perspective in our sand play and craft, and learning words and phrases from the language of the Wurundjeri people. Every aspect of the program in relation to Aboriginal and Torres Strait Island culture is ethically considered and culturally appropriate. The service has introduced Floral Friday which is a Torres Strait Islander tradition where children and educators dress in bright floral clothing and are involved in yarnning about culture, cooking, song and dance.



The Maroondah Occasional Care Reconciliation Action Plan fosters greater understanding



An inclusive and diverse community

Looking ahead

In continuing to work towards an inclusive and diverse community during 2021/22, Council will:

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

Council will continue to implement its volunteering and student placement programs during 2021/22. These programs provide opportunities for volunteers and students to support the wider community.

Investigate and implement additional female changing facilities at local sporting venues

In 2021/22, Council has scheduled sporting pavilion works which include additional women's, unisex and accessible amenities at Cheong Pavilion in Croydon South, Ainslie Pavilion in Croydon, and Proclamation Pavilion in Ringwood.

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

Following completion of extensive community consultation with children, young people, parents, carers and school staff, detailed analysis was undertaken to inform Council's new *Children and Families Strategy* and Action Plan, and the new Action Plan for Council's existing *Youth Strategy*. The 20122/22 - 2022/23 action plans for both the *Children and Families Strategy* and *Youth Strategy* will be implemented over the next two financial years.

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

During 2021/22, Council will continue to implement a range of initiatives in response to the new *Gender Equality Act 2020*. These activities will include participating in public sector employee survey, developing a Gender Equality Action Plan, conducting gender impact assessments and continuing to promote a cross-organisational approach to workplace equality.



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 the Home and Community Care Program for Younger People (HACC PYP). These programs include 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.

Council and Community Planning (Integrated Planning)

The Council and Community Planning 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, along with the Maroondah 2040 Community Vision. The Community Planning function oversees social research and policy development, 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.

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 and Children's Services is to build a future where all children and young people can achieve their potential 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 work - including consultation and engagement, and strategic planning to meet local needs and leverage strengths.



A well governed and empowered community

Our vision

In 2040, Maroondah will be an empowered community actively engaged in local decision making, led by an innovative community inspired Council that collaborates regionally and proactively champions local needs.

Our commitments

Through the *Council Plan 2017-2021 (Year 4: 2020/21)*, Council identified fifteen priority actions to be delivered during the 2020/21 financial year to work towards a well governed and empowered community.

Develop and implement a COVID-19 Recovery Plan (including social and economic recovery initiatives), following community consultation and engagement



Status: In progress

Responsibility: Development and Amenity

Council's emergency relief and recovery framework includes strategic community recovery planning which will include the coordinated delivery of recovery initiatives to meet the social, health and wellbeing and economic needs of the community. Over the past twelve months, Council has sought to identify community needs and impacts of the coronavirus (COVID-19) pandemic through consultations. This involved extensive liaison with community service agencies, schools, organisations and local businesses; and a COVID-19 Community Survey, translated into nine languages, which received nearly 3,000 responses. The *Maroondah COVID-19 Recovery Plan* was adopted in March 2021 and includes a range of implementation activities across themes of human, social, built, political, financial, cultural and natural capitals. Reporting on priority initiatives and elevated service delivery resulting from the *Maroondah COVID-19 Recovery Plan* may be found throughout this Annual Report.

Did you know?

In 2020/21 we received 100,183 customer service calls.

Develop and implement a COVID-19 community emergency relief referral process



Status: In progress

Responsibility: Strategy and Community

As part of Council's emergency response to the coronavirus (COVID-19) pandemic, a local relief and referral system was implemented to solidify partnerships with local relief agencies to ensure services to vulnerable people and groups continue despite restrictions. During the pandemic, the referral service was expanded to include practical and emotional support through the MaroondahConnect initiative, including linking community members to local social inclusion and community participation initiatives.

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



Status: In progress

Responsibility: Corporate Services

Council has been developing a new Customer Service Strategy during 2021. Key projects and programs highlighted in the Strategy include: improved integrated service partnerships; multi-channel customer connectivity; advances in technology and innovation; simplifying customer processes; and self-service offerings.

Advocate on key local issues in the lead up to the State and Federal elections in 2022



Status: In progress

Responsibility: Communications and Engagement

Council has continued its advocacy campaign to State and Federal Members and Ministers for a range of key priority infrastructure, sporting and transportation improvement projects that will benefit the Maroondah community. This has included local briefings and meetings in Canberra during the ALGA Conference in June 2021.

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Implement the new Local Government Act following its enactment



Status: In progress

Responsibility: Corporate Services

The new *Local Government Act 2020* (the Act) is being implemented in four transitional stages, during which time it will co-exist with many provisions within the former *Local Government Act 1989*, up until 1 July 2021. The first phase of reforms took effect on 6 April 2020, which put in place these governance principles that provide the framework for the new Act. The new Act requires Council to adopt specific policies within set timeframes within 2020/21 and beyond.

Following the Council election, prepare a new Council Plan 2021-2025



Status: Complete

Responsibility: Strategy and Community

During 2020/21, Council has worked with the Maroondah community and elected representatives to prepare a new Council Plan for the 2021-2025 period which was adopted on 28 June 2021. To support development of the Council Plan 2021-2025, a community panel of 40 representatives participated in a deliberative engagement process over ten sessions to provide input to Council on a broad range of topics including health and wellbeing, liveable neighbourhoods, environmental sustainability and Council assets. This document forms Council's medium-term plan in responding to the aspirations and outcomes arising from the community vision identified in *Maroondah 2040 - Our future together*.

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



Status: In progress

Responsibility: Corporate Services

Council has continued its focus on providing more effective services through the utilisation of new and improved technologies and industry best practice processes. These have included the mobilisation of Council's workforce, the targeted improvement of key digital processes, and a more considered focus on cyber security. The wider adoption of more mobile technologies has enabled Council to maintain the timely and efficient delivery of core services to our community whilst also providing increased resilience and preparedness for emergency response.

Identify and implement additional ways of providing digital services associated with planning permits that will improve the overall customer experience



Status: In progress

Responsibility: Development and Amenity

Council has continued to implement additional ways of providing digital services associated with planning permits including; the ability for customers to lodge plans and documents for endorsement via Council's online portal; and a method of mail delivery to the community. New processes to improve the existing digital planning process will allow staff and the community to benefit from improved efficiencies with these processes.

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



Status: In progress

Responsibility: Corporate Services

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

Advocate for Maroondah to become a "Smart City"



Status: In progress

Responsibility: Development and Amenity

The term 'smart cities' has emerged in recent years to describe the transformative effect modern technology is having on the way urban infrastructure is used, operated and managed. Council commenced a 12-month Smart City pilot project in June 2020. The pilot includes the installation of two gateways and three types of LoRaWAN Internet of Things (IoT) smart sensors fitted to a range of community assets to capture real time data about capacity and usage. The sensors include a bin sensor to monitor usage and capacity; a carpark sensor to monitor the usage, and people counters to monitor visits and duration of visit. It is anticipated that the pilot will demonstrate how Council can better: collect real time data about asset capacity and use; identify usage patterns and trends for improved asset efficiency and service provision; advocate for community needs and interests based on data findings and community feedback; and promote evidence-based, transparent decision-making.

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Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2020 for the 2020-2024 period



Status: Complete

Responsibility: Corporate Services

Council entered into a new contract with the Victorian Electoral Commission (VEC) to conduct the elections for Council in October 2020, in order to ensure compliance with the *Local Government Act 2020* and associated regulations.

Implement the Council Caretaker Policy for the Council election in October 2020 and transition to the new Council following the election

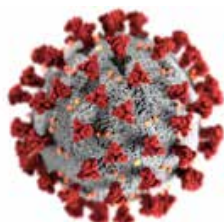


Status: Complete

Responsibility: Corporate Services

In the lead up to Local Government elections, the Victorian Local Government sector adopts an election period mode (or caretaker mode) to avoid actions and decisions that may be interpreted as influencing voters or binding an incoming Council. Specific provisions have been incorporated into the Local Government Act 1989 and Local Government Act 2020 which prohibit Council making major policy decisions or publishing or distributing electoral matter during the election period. Maroondah City Council is committed to the principle of fair and democratic elections and adopted the Election Period Policy 2020 at the Council Meeting held on 31 August 2020. This Policy was implemented ahead of and during the 2020 Council Election held on 24 October 2020. Transition of the new Council has commenced, including the implementation of a program of induction activities as prescribed by the Local Government Act 2020.

Review and update Council's Business Continuity Plan to enable Council to continue to provide key services to the community in the event of a disaster



Status: Complete

Responsibility: Corporate Services

Council developed an updated Business Continuity Plan (BCP) in order to respond to the coronavirus (COVID-19) pandemic. The BCP facilitated the establishment of a Crisis Management Team in March 2020 which enabled Council to respond effectively to the challenges presented by the pandemic throughout the 2020/21 financial year.

Package Council's wide range of integrity policies, action plans and processes into a comprehensive Integrity Framework to deliver high ethical standards organisation-wide



Status: In progress

Responsibility: Corporate Services

Council has implemented a comprehensive Integrity Framework in order to mitigate the risk of fraud and corruption and to ensure compliance with legislation. In 2020/21, a major focus has involved reviewing COVIDSafe plans across Council facilities and ensuring compliance with Victorian Government directives.

Develop and implement a risk management approach to public health operations that will improve effectiveness of operations



Status: Deferred

Responsibility: Corporate Services

The project to develop and implement a risk management approach to public health operations has been delayed due to the increased focus on coronavirus (COVID-19) related priorities.

Our strategic indicator results

Indicator/Measure	Target 2020/21	Actual 2020/21	Actual 2019/20	Actual 2018/19	Actual 2017/18
Community satisfaction with overall performance of Council	66	65	65	69	67
Community satisfaction with overall direction of Council	56	55	56	59	58
Community satisfaction with customer service provided by Council	74	72	74	80	73
Community satisfaction with Council engagement	56	55	56	58	56
Community satisfaction with Council lobbying/advocacy	57	56	56	61	57
Average liabilities per assessment	\$1,038	\$1,727	\$1785	\$1034	\$1010
Operating result per assessment	\$787	\$825	\$202	\$509	\$253
Average rates and charges per residential assessment	\$1,802	\$1,788	\$1736	\$1718	\$1614



A well governed and empowered community

Our achievements

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

Working towards a well governed community

COVID-19 relief and recovery response framework

The coronavirus pandemic (COVID-19) significantly impacted the Maroondah community in 2020 and 2021 resulting in a broad range of social, health and economic challenges. In response to the pandemic, Council put in place a temporary change to the organisational structure to implement a coordinated relief and recovery framework. The framework aims to ensure a community-led recovery through: the provision of up-to-date community information and engagement; coordination of personal support; referrals for emergency shelter, food, material aid relief and counselling; recovery initiatives that build on community strengths and needs; monitoring of the social and economic impacts of coronavirus COVID-19; support for local business and economic activity; and ensuring the continuation of Council service delivery. The *Maroondah COVID-19 Recovery Plan* is central to the framework and has been developed following an initial impact assessment process, extensive community consultation, service delivery impacts and research and learnings from other disasters.

COVID-19 community emergency relief response

In response to the coronavirus (COVID-19) pandemic, Council coordinated the establishment of an emergency relief referral system in partnership with agency members of the Maroondah Emergency Relief Network. The system provided a centralised process for managing Victorian Government referrals for requests of emergency food and other support for people in mandatory or self-isolation. The ongoing partnership between Council and seven emergency relief agencies enabled a quick response in addressing the needs of the wider community. During the peak pandemic period (March to December 2020),

this coordinated emergency relief response in Maroondah involved the provision of 18,633 community meals, distribution of 8000 masks to vulnerable community members and supply of 10,738 food parcels to local households.

COVID-19 community grants to kickstart community recovery

The COVID-19 Community Grants Funding Program was established to address the immediate needs within the community arising from the coronavirus (COVID-19) pandemic by funding eligible community organisations and charities to continue to deliver, expand and introduce new programs, initiatives and services to the Maroondah community. Through this program, nine agencies were provided with \$75,685 in funding as part of the COVID-19 Emergency Relief Grants Scheme. A further 14 community organisations were provided with \$41,178 in funding through the COVID-19 Community Wellbeing Grants Scheme.

Implementation activities associated with the new Local Government Act 2020

The new *Local Government Act 2020* (the Act) received Royal Assent on 24 March 2020, and was implemented in four transitional stages, while co-existing with many the provisions within the former *Local Government Act 1989*, until 1 July 2021. The new Act aims to improve local government democracy, accountability and Council operations by introducing a set of overarching guiding principles which include; community engagement, public transparency; strategic planning; good practice guidelines; service performance; and expanded financial management principles. The first phase of reforms took effect on 6 April 2020, which put in place these governance principles that provide the foundational framework for the new Act.

Council has adopted a number of policies, as required by the new Act, including election, public transparency and audit and risk policies, as well as strengthening governance procedures based on good governance and transparency.

Introduction of nine Council wards

Following a review of ward boundaries conducted by the Victorian Electoral Commission in 2019, Maroondah has constituted a new nine ward structure, with one Councillor per ward. The nine ward names were chosen by Council based on a range of factors, including geographical and historical references: Barneong, Bungalook, Jubilee, McAlpin, Tarralla, Wicklow, Wonga, Wombalano and Yarrunga.

Maroondah's Community Grants Funding Program supports 64 local community groups

A total of 64 Maroondah community organisations benefitted from more than \$170,578 in funding from Council's 2020/21 Community Grants Funding Program. The annual grants are allocated to eligible projects that increase community participation; address a community need; or provide assistance to a group in need. There are three schemes covering community development, small equipment, and emergency food relief. A diverse range of programs were funded including emergency food relief for vulnerable people, support packages for at-risk young families, mental health and life skills programs for local sporting clubs, a youth careers forum, enhancement to programs at local kindergartens and support for local events.

Update Council's administrative facilities

The upgrade of Council's administrative facilities, including the Operations Centre administrative building and the extension at Realm, was completed during the 2020/21 financial year. Since its opening in October 2015, Realm has proven to be a highly successful community facility in the heart of Ringwood. The Realm extension enables a cost-effective integration of Council's services, functions and civic activities, formerly undertaken at the Braeside Avenue and Croydon Civic offices. From August 2020, Council consolidated its administrative functions at Realm, providing improved access to Council services for the Maroondah community from one central location with better public transport links.

Expansion of e-services for Statutory Planning

Additional e-services have been introduced in 2020/21 to provide a more efficient and transparent planning process for our customers and community. New services include the capability to lodge more application types, as well

as improvements to internal systems to ensure electronic communication is delivered in a more timely manner.

High level of service delivery in Statutory Planning maintained

Council has continued to deliver a high percentage of Statutory Planning decisions within specified timeframes. During the 2020/21 period, just fifteen percent of Council decisions have been set aside by VCAT. Council's consistent decision making in accordance with the planning scheme continues to be supported by the Tribunal.

Implementation of Domestic Animal Management Plan

Council's *Domestic Animal Management Plan 2017-2021* prioritises animal management projects. Highlights include 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 with families. The *Domestic Animal Management Plan 2017-2021* is currently under development for the 2021-2025 period with community input sought in June and July 2021.

Redesign of Council's corporate information technology networks

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

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

Council has undertaken a review of the effectiveness of current Closed-Circuit Television (CCTV) technology, which has informed the purchase of new cameras. These long-range wireless cameras will further assist in the investigation and potential enforcement/prosecution of illegal dumping while realising a cost saving for Council and footage can now be accessed remotely. Trials of this new technology are currently underway and new policies and procedures have also been developed to guide their use in monitoring the dumping of waste.



A well governed and empowered community

Working towards an empowered community

Undertake a review of Council's Community Engagement Policy

Council has conducted a review of the Community Engagement Framework and Policy to ensure it reflects best practice, outcomes of the proposed new *Local Government Act 2020* (the Act) and community expectations. The new Policy was finalised in March 2021 in accordance with statutory implementation timeframes for the new Act. Over recent years, Council has built capacity across the organisation and increased our community engagement activities, including the development of the Your Say Maroondah online engagement platform, which gives people an opportunity to participate at a time, convenient to them. The draft policy reaffirms our engagement commitment and increased community engagement activities.

COVID-19 Community Survey

Council sought input from the Maroondah community on the impacts of the coronavirus (COVID-19) pandemic through the COVID-19 Community Survey conducted from July to September 2020. The survey explored the level of impact the coronavirus (COVID-19) pandemic has had on residents across a number of key areas and where they thought support was most needed in Maroondah. More than 3000 responses including online and telephone surveys were received, with the survey translated into a range of languages. The survey looked at immediate needs, aspirational responses including hopes for once the pandemic passes, as well as the positive outcomes arising from the pandemic that people would look to continue in the future. Community feedback received in the survey informed responsive Council service delivery during 2020/21, the development of the COVID-19 Relief and Recovery Plan adopted in March 2021, and development of the Liveability Wellbeing and Resilience Strategy 2021-2031.

Customer engagement and support during COVID-19

Maroondah residents were able to access up-to-date emergency information during the coronavirus (COVID-19) pandemic, which was promptly made available on Council's website and supported with a progressive live chat feature integrated across Council's website. This included information provided by the Victorian Government, along with local information regarding Council facility closures, event cancellations and service adaptations. These webpages also included links to relevant information relating to public health guidelines and current restrictions on the Department of Health and Human Services website. Translated information was made available along with plain English versions for key messaging.

MaroondahConnect supports residents during COVID-19

During the coronavirus (COVID-19) pandemic, Council supported residents by providing a referral service for vital community programs, as well as practical support for people impacted by coronavirus (COVID-19). A new community support telephone helpline, MaroondahConnect was launched to help Maroondah residents access a range of emotional, practical and social community programs. Services included social connections, food relief, financial support, family support, mental health, youth services, senior support, disability support, drug and alcohol support, family violence support, gambling support, housing and homelessness, legal services and access to masks for vulnerable community members. The MaroondahConnect service was implemented with the support of Victorian Government funding provided through the Community Activation and Social Inclusion (CASI) initiative.

Online customer engagement channels trial

Progressive customer contact centre technology has been delivered and continues to enable Council to deliver a proactive and engaging digital contact channels, including, live chat, short message service (SMS), email and outbound customer contact campaigns. The online web chat facility has been enhanced over the past twelve months to include the use of artificial intelligence for common customer enquiries in lieu of providing direct contact with a live human. These improved multi-channel capabilities for customer service have assisted with the increased customer service demand following the changing customer expectations that rapidly evolved through the coronavirus (COVID-19) restrictions.

Management of customer service knowledge system

Council has continued to improve customer service by increasing internal knowledge and emphasising first point of contact resolution through enhanced internal service partnerships. Overall, this has improved the ability to resolve customer enquiries, questions or needs the first time they call with no follow-up required. 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.

Maroondah Community Panel

As part of developing the Council Plan 2021-2025 and to support the development of a range of other strategic work, Council established a Deliberative Panel to enable the community to guide Council priorities. As part of the panel, 40 community members assessed how we are progressing towards the Maroondah 2040 Community Vision and helped to shape priorities for inclusion in future Council plans and strategies to align with community needs and aspirations. The Panel met over ten sessions in February and March 2021 to provide input to Council on a broad range of topics including health and wellbeing, liveable neighbourhoods, environmental sustainability and Council assets. Following the Panel, a set of recommendations were provided to Council in April 2021 for consideration. Input from the Community Panel informed the Council Plan 2021-2025 and Financial Plan finalised in 2020/21; and will also inform the Asset Plan, Sustainability Strategy, and Liveability Wellbeing and Resilience Strategy to be finalised in 2021/22.

Community engagement to inform a range of projects

Council's commitment to community engagement is reflected in our Community Engagement Policy and toolkit, which was endorsed by in March 2021. The policy adheres to the International Association of Public Participation (IAP2) principles which is the bench mark for the engagement sector. Over the past twelve months there have been 47 projects out for community consultation ranging from enhancement plans, infrastructure projects, and strategy and policy development. Some of these projects include: Draft Council Plan 2021-2025 and Proposed Budget 2021/22; Domestic Animal Management Plan 2021-2025; Draft Road Management Plan; Aquahub Feasibility Study; Croydon Major Activity Centre Structure Plan; Draft Waster Litter and Resource Recovery Strategy; Ringwood East Place Activation Project; Proposed Heathmont Carpark; Croydon Multi-level Carpark; Jubilee Park Enhancement Plan; Draft Maroondah COVID-19 Recovery Plan; Greening the Greyfields Project; Croydon South 20-Minute Neighbourhood; Proposed Local Law No. 15 - Common Seal and Conduct at Meeting.

Council advocates for support at the national level

Council advocates for support at the Federal level of governments as well as with the state level. While at the National Assembly for the Australian Local Government Association (ALGA), Council advocated strongly for funding for several sport and community projects and sought support for the Bayswater Business Precinct. Maroondah City Council presented a motion to the Assembly seeking a one-off increase in the amount of Financial Assistance Grants made to Local Government for the 2021/22 year. The motion recognises the substantial costs incurred, and revenue lost, for all Councils as a result of the COVID-19 pandemic and the Federal, State and Territory Government restrictions imposed to mitigate the spread of the virus. This motion received unanimous support, and was referred to by the ALGA President in her address at the National Press Club.

Connecting through social media

Council's 25 social media channels continue to connect exceptionally well with our community, with more than 41,000 people following our Facebook, Twitter and Instagram messaging, and an average weekly reach of more than 77,000 people (up from 71,000 a year ago).

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Recognition of volunteers from our Corporate Volunteers Program

Council's volunteers are formally thanked and recognised at a Volunteer Recognition each year. This annual event officially acknowledges volunteers who assist Council by delivering important services and activities for the community. At the event, Council publicly recognises the significant contribution of our long-serving volunteers. Due to coronavirus (COVID-19) restrictions, the event in 2020 was unable to be held and will instead be rolled into an event in 2021.

At the Volunteer Recognition event there is also a presentation of the Bill Wilkins Volunteer Award. Named in honour of community stalwart Bill Wilkins, the award will be presented annually in honour of those volunteers who inspire and embody the spirit of volunteerism through their exemplary contribution to the community. The 2020 winner was Dr Graeme Lorimer in recognition of their conservation efforts including the protection of the Kilsyth South Spider-orchid and development of burning and weed management practices in Maroondah bushland.



A well governed and empowered community

Looking ahead

In continuing to work towards a well governed and empowered community during 2021/22, Council will:

Implement the new *Local Government Act 2020*

The new *Local Government Act 2020* (the Act) is being implemented in four transitional stages, during which time it will co-exist with many the provisions within the former Local Government Act 1989, up until 1 July 2021. The first phase of reforms took effect on 6 April 2020, which put in place these governance principles that provide the foundation framework for the new Act. The new Act requires Council to adopt specific policies within set timeframes within 2020/21 and beyond.

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

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

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

Council will develop a new Customer Service Strategy in 2021 in line with changing and evolving customer expectations. This will include the development and growth of online engagement channels and further strengthening and development of internal service partnerships.

Keep our community informed and engaged

To assist our community to stay informed and engaged with important Council news regarding services, events and activities, we will increase the frequency of printed newsletters and provide improved distribution methods to all households and businesses. Distribution will also be improved through additional Council and community facilities and services and in local outlets. All newsletters will continue to be distributed electronically to our registered database and via our social media channels.



Croydon Customer Service Centre, Civic Square, Croydon



A well governed and empowered community

Core services

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

Communications and Engagement

The role of the Communications and Engagement team 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; Council branding; management and coordination of print, online, digital and social media communication and channels; content creation; media and public relations; advocacy; community engagement activity; internal communications; and the promotion, branding and marketing of Maroondah City Council's services, activities and events including Maroondah Leisure facilities.

The team also provides support to the Elected Representatives, including calendar and administrative support for the Mayor and Councillors; management of civic, corporate and capital project events; activities related to the Mayor, Councillors and Council Meetings; and coordination of policies, processes and reporting related to the Mayor and Councillors.

Customer Service (Revenue, Property and Customer Service)

The Customer Service team manages and operates Council's 1300 Contact Centre and two service centres: in 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.

Financial Services (Finance and Governance)

This Financial Services 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 and Procurement (Finance and Governance)

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

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 employees by increasing organisational efficiency through the adoption and use of technology to underpin core service delivery to the Maroondah community; and by focusing on our citizens needs and expectations, increasing the convenience of interacting with Council by securely providing more services online, delivering increased accessibility beyond traditional business hours.

**Management Accounting and Payroll
(Finance and Governance)**

The Management Accounting Team ensures that planning, budgeting and forecasting activities are undertaken to assist the delivery of Maroondah's long-term vision to ensure Council's long-term financial sustainability. The Team also delivers Council's Payroll function, ensuring all salaries are delivered accurately and on time.

**Realm Operations
(Revenue, Property and Customer Services)**

The Realm Operations team is the organisation's contact point for Realm operational issues and is responsible for the day to day Realm operational duties and requests, hall keeping duties, courier services, technical support and meeting room bookings and functionality.

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

The Revenue and Property 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)**

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

Workplace People and Culture

The Workplace People and Culture team delivers strategic, operational and advisory workforce support services and programs designed to attract, develop and retain high performing employees who are committed to achieving excellence in accordance with the workplace values and strategic goals. Key functions of the team include: human resources advisory services; recruitment and selection, workforce/ industrial relations; learning and development; organisational development; occupational health and safety; WorkCover and injury management; and volunteer and student placement management.

Corporate Governance

Maroondah City Council is constituted under the *Local Government Act 1989* and the new *Local Government Act 2020* to provide democratic local government for the Maroondah community. The purposes and objectives of Council as well as the functions and powers of a local government are also defined in both Acts.

The new *Local Government Act 2020* received Royal Assent on 24 March 2020 and marks the first comprehensive overhaul of local government in Victoria for over 30 years, replacing the *Local Government Act 1989*. The new Act is being implemented in four (4) transitional stages, during which time it will co-exist with a large number of the provisions within the former 1989 Act, up until 1 July 2021.

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

Transparency in decision-making

There are a number of underlying processes that contribute to Council's decision making; some of which are formal and structured, while others less formal. Formal decisions are made by Council at Council Meetings, by Council Officers or under formal powers of delegation. In this way Council's decision making remains transparent and accountable to the community.

Council meetings

Council determines policy and makes other decisions at Council Meetings on an ongoing basis. Policies and budgets endorsed by Council provide the framework for the provision of services and programs and for day-to-day operational decision-making.

Council Officers provide advice and expertise to assist Council decision-making. At formal Council meetings, the CEO and Directors present written reports on matters requiring a Council decision. These reports make up the Council Meeting Agenda and provide background to, details of and recommendations about each matter being considered.

Councillor Briefing Sessions/workshops

Before making decisions at a Council Meeting, it is important that Councillors first satisfy themselves about the detail of the issues. As a means of providing this information, Council holds briefings or workshops called Councillor Briefings. Councillors do not make legally binding decisions in these informal forums.

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

Councillor Briefings include a planned or scheduled meeting, comprising at least five Councillors and one member of Council staff, that considers matters that are intended or likely to be:

- the subject of a decision of the Council
- subject to the exercise of a delegated function, duty or power of Council.

Livestreaming of Council meetings

Livestreaming of Council Meetings commenced on 20 February 2017 to enhance processes and provide ratepayers with a greater opportunity to observe Council's decision-making.

Community consultation

Council also has an ongoing commitment to community consultation and ensuring that residents within the municipality are empowered to participate in the decision-making processes which ultimately affect them.

Council recognises that engaging its residents is essential in achieving effective decision-making and has adopted its *Community Engagement Policy 2021*, which can be viewed on the Maroondah website. This policy is a formal expression of Council's commitment to engaging the Maroondah community in decision making processes through the use of appropriate, effective and inclusive practices. The policy applies to activities initiated by Council, including statutory processes, service provision, projects, strategic planning and policy development, and other key activities that will have appreciable impacts on the Maroondah community. This occurs through a range of measures including surveys, public forums, focus groups and targeted consultations.

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

Statutory planning process

Council also conducts public consultation meetings, as are an integral part the process when considering Planning Applications in accord with the *Planning and Environment Act 1987*.

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

- the applicant to explain the proposed development and respond to objections
- residents to express their views and ask questions of the applicant and Councillors.

Councillor Code of Conduct

Council's *Code of Conduct* is intended to ensure all Councillors agree to the standards of conduct and behaviour documented within this Code. This *Code of Conduct* incorporates the statutory requirements specified for a *Code of Conduct* in accordance with section 139 of the *Local Government Act 2020* which has provided the statutory direction for the 2020/21 financial year. Many of the standards of conduct and behaviour are prescribed within the Act.

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

Councillors completed a review of the Code which was adopted at a Council Meeting held on 15 February 2021.

The code requires that all Councillors:

- act with integrity
- impartially exercise their responsibilities in the interests of the local community
- not improperly seek to confer an advantage or disadvantage on any person
- avoid conflicts between their public duties as a Councillor and their personal interests and obligations
- act honestly and avoid statements (oral or in writing) or actions that will or are likely to mislead or deceive a person
- treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other Councillors, Council employees and other persons
- exercise reasonable care and diligence and submit themselves to the lawful scrutiny that is appropriate to their office
- endeavour to ensure that public resources are used prudently and solely in the public interest
- act lawfully and in accordance with the trust placed in them as an elected representative
- support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the office of Councillor.

Delegations

Council has delegated specific functions to nominated employees, which enables routine decisions to be made more speedily and ensures that Council meetings are not engaged with procedural and operational administrative decisions. It also enables Council to utilise the technical knowledge, training and experience of its employees to provide the best possible service to the community.

Delegations are made by resolution of Council at a formal Council meeting and specify the degree of decision making and action for which employees are empowered. In exercising their delegated powers, employees must observe the strategies, policies and guidelines that have been adopted by Council. Through the CEO, Directors and Managers, Council monitors the actions of its employees to ensure that they exercise their delegated authority within the general framework it has determined. Employees to whom delegated authority has been given include the CEO, Directors, Managers, planning employees, environmental health employees, local laws employees, the 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.

Councillor representation

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

There are two types of bodies requiring formal Council representation, either internal or external. Internal bodies/advisory groups have been initiated by Council and are serviced administratively. They typically consider in-depth issues that are related to Council policy or activities. Their primary purpose is to advise Council on issues. An extension of these committees has been the development of internal committees with a large degree of community representation.

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

Convention indicates that where the Mayor is a member of an internal Committee of Council, they would automatically act as the Chair, unless they relinquish that role. Additionally, in accordance with good governance practice where the Mayor is not a specific member of a Committee, they may exercise the option to attend any committee in an ex-officio capacity.

Council involvement on internal advisory committees

These committees provide Council advice from key stakeholders on a range of issues.

Representation on Council Advisory Committees	
Council Advisory Committee	Council Representative/s
Audit and Risk Advisory Committee	July to October 2020: Mayor of the Day and Cr Spears November to June 2021: Mayor of the Day and Cr Symon
Arts Advisory Committee	July 2020 to October 2020: Cr Spears, Cr Graham and Cr Symon November to June 2021: Cr Macdonald, Cr Stojanovic and Cr Symon
Disability Advisory Committee	July 2020 to October 2020: Cr Spears and Cr Dib Substitute representative: July 2020 to October 2020: Program Manager Community Planning and Development November 2020 to June 2021: Cr Spears, Cr Dib and Cr Steane
Maroondah Access Equity and Inclusion Committee reps	Cr Graham, Cr Lamont and Cr Stojanovic
Maroondah Community Health and Wellbeing Advisory Committee (previously known as Maroondah Partners in Community Wellbeing Committee) reps	Cr Damante, Cr Dib and Cr Stojanovic
Maroondah Community Safety Committee	July 2020 to October 2020: Cr Lamont, Cr Steane and Cr Macdonald Substitute representative: July 2020 to October 2020: Community Safety Officer
Maroondah Liveability, Safety and Amenity Committee (previously known as Maroondah Community Safety Committee)	November 2020 to June 2021: Cr Damante, Cr Lamont and Cr Steane
Maroondah Business Advisory Committee	July 2020 to June 2021: Cr Spears, Cr Steane and Cr Damante
Maroondah Partners in Community Wellbeing Committee	July 2020 to October 2020: Cr Mazzuchelli and Cr Damante Substitute representatives: July 2020 to October 2020: Social Planning and Development Officer and Program Manager Community Planning and Development
Maroondah Environment Advisory Committee	July 2020 to October 2020: Cr Mazzuchelli, Cr Graham and Cr Macdonald November 2020 to June 2021: Cr Graham, Cr Macdonald and Cr Stojanovic

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Council involvement on external committees

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

Representation on External Committees	
External Committee	Council Representative/s
Eastern Affordable Housing Alliance / Committee	<p>July 2020 to October 2020: Cr Dib</p> <p>Substitute representatives: July 2020 to October 2020: Program Manager Community Planning & Development and/or Manager Integrated Planning</p> <p>November 2020 to June 2021: Cr Macdonald</p> <p>Substitute representatives: November 2020 to June 2021: Cr Stojanovic</p>
Eastern Regional Group - Mayors and CEO's	<p>July to October 2020: The Mayor of the Day, Deputy Mayor of the Day and the Chief Executive Officer</p> <p>Substitute representatives: July 2020 to October 2020: Cr Spears</p> <p>November 2020 to June 2021: The Mayor of the Day, Deputy Mayor of the Day and the Chief Executive Officer</p> <p>Substitute representatives: November 2020 to June 2021: Cr Symon</p>
Eastern Regional Libraries Corporation	<p>July 2020 to October 2020: Cr Spears and Cr Damante</p> <p>Substitute representatives: July 2020 to October 2020: Cr Paul Macdonald and Director Corporate Services (or nominee) and Manager Revenue, Property and Customer Service</p> <p>November 2020 to June 2021: Cr Spears and Cr Damante</p> <p>Substitute representatives: November 2020 to June 2021: Cr Lamont</p>
Eastern Alliance for Greenhouse Action	<p>July 2020 to October 2020: Cr Graham</p> <p>Substitute representatives: July 2020 to June 2020: Cr Paul Macdonald, and Director Planning and Community and/or Manager Integrated Planning</p> <p>November 2020 to June 2021: Cr Graham</p> <p>Substitute representatives: November 2020 to June 2021: Cr Stojanovic</p>
Eastern Transport Coalition	<p>July 2020 to October 2020: Cr Damante</p> <p>Substitute representatives: July 2020 to October 2020: Cr Graham and the Transport & Sustainability Planner and/or Team Leader Strategic Planning & Sustainability</p> <p>November 2020 to June 2021: Cr Graham</p> <p>Substitute representatives: November 2020 to June 2021: Cr Damante</p>

Representation on External Committees	
External Committee	Council Representative/s
Local Government Safe Cities Network	July 2020 to June 2021: Cr Steane Substitute representatives: July 2020 to June 2021: Cr Lamont
Maroondah Age-Friendly Cities and Communities Network	July 2020 to October 2020: Cr Dib, Cr Lamont and Cr Graham
Maroondah - Communities of Wellbeing Steering Committee	June to October 2020: Cr Mazzuchelli and Cr Graham Substitute representatives: Manager Integrated Planning November 2020 to June 2021: Cr Graham and Cr Macdonald
Metec (Metropolitan Training Education Centre Inc.)	July 2020 to October 2020: Cr Lamont Substitute representatives: July 2020 to October 2020: Cr Mazzuchelli November 2020 to June 2021: Cr Steane Substitute representatives: November 2020 to June 2021: Cr Lamont
Metropolitan Local Governments' Waste Forum	July 2020 to October 2020: Cr Symon Substitute representatives: July 2020 to October 2020: Director Corporate Services, Manager Finance and Governance, and Waste Management Coordinator
Metropolitan Waste Resource Recovery Group Forum (previously known as Metropolitan Local Governments' Waste Forum)	November 2020 to June 2021: Cr Symon Substitute representatives: November 2020 to June 2021: Cr Graham, Director Corporate Services, Manager Finance & Governance and Coordinator Waste Management
Municipal Association of Victoria State Council	July 2020 to June 2021: Cr Symon Substitute representatives: July 2020 to June 2021: Cr Spears
Victorian Local Government Women's Charter	July 2020 to October 2020: Cr Mazzuchelli, Cr Graham, Cr Spears, Cr Lamont, Cr Damante and the Director of Corporate Services as Council's representatives/Charter Champions November 2020 to June 2021: Cr Stojanovic, Cr Graham, Cr Spears, Cr Lamont, Cr Damante and the Director of Corporate Services as Council's representatives/Charter Champions

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Council meeting attendance

From July 2020 to June 2021, 12 ordinary Council meetings, one (1) Special Council and one (1) Statutory Council meetings were held. Councillor attendance at the meetings in 2020/21 was as follows:

Councillor attendance at Council Meetings – July 2020 to October 2020						
Councillors	Meetings eligible to attend	Attendance				Leave of absence granted (# of mtgs)
		Ordinary Council Meetings	Special Council Meetings	Statutory Council Meetings	Total attendance	
Arrabri Ward Councillors						
Cr Tony Dib OAM JP	5	4	1	0	5	0
Cr Paul Macdonald	5	3	1	0	4	0
Cr Kylie Spears	5	4	1	0	5	0
Mullum Ward Councillors						
Cr Nora Lamont	5	4	1	0	5	0
Cr Samantha Mazzuchelli	5	4	1	0	5	0
Cr Mike Symon Mayor	5	4	1	0	5	0
Wyreena Ward Councillors						
Cr Tasa Damante	5	4	1	0	5	0
Cr Marijke Graham Deputy Mayor:	5	4	1	0	5	0
Cr Rob Steane	5	4	1	0	5	0

Councillor attendance at Council Meetings – November 2020 to June 2021						
Councillors	Meetings eligible to attend	Attendance				Leave of absence granted (# of mtgs)
		Ordinary Council Meetings	Special Council Meetings	Statutory Council Meetings	Total attendance	
Barnggeong Ward Councillor						
Cr Marijke Graham	9	7	0	1	8	0
Bungalook Ward Councillor						
Cr Tony Dib OAM JP	9	7	0	1	8	0
Jubilee Ward Councillor						
Cr Mike Symon	9	7	0	1	8	1*
McAlpin Ward Councillor						
Cr Suzy Stojanovic	9	7	0	1	8	0
Tarralla Ward Councillor						
Cr Paul Macdonald	9	8	0	1	9	0
Wicklow Ward Councillor						
Cr Tasa Damante	9	7	0	1	8	0
Wonga Ward Councillor						
Cr Nora Lamont Deputy Mayor	9	7	0	1	8	1*
Wombalano Ward Councillor						
Cr Kylie Spears Mayor	9	8	0	1	9	0
Yarrunga Ward Councillor						
Cr Rob Steane	9	7	0	1	8	0

*Notes:

Cr Nora Lamont was granted Leave of Absence from the Ordinary Council Meeting held 26 April 2021

Cr Mike Symon was granted Leave of Absence from the Ordinary Council Meeting held 10 May 2021

Conflict of interest

Conflict of Interest provisions as defined in the *Local Government Act 1989*, continued to operate until 24 October 2020, at which time provisions within the new *Local Government Act 2020* now apply.

The *Local Government Act 2020* defines the circumstances that give rise to a Conflict of Interest for Councillors, Council employees and members of Council special committees. It also specifies the actions that should be taken to resolve a Conflict of Interest.

Councillors are elected by the residents and ratepayers of their municipality to act in the best interests of the community. This is a position of trust and it needs to be clear that Councillors are acting in the public interest. When a Council delegates its powers to a Council officer or a Committee, the officer or the Committee Members also need to act in the public interest.

A person in public office has a Conflict of Interest when they have a personal or private interest that might compromise their ability to act in the public interest. A Conflict of Interest exists even if no improper act results from it. Under the *Local Government Act 2020*, there are two types of conflict of interest, Section 127 General Conflict of Interest and Section 128 Material Conflict of Interest.

General conflict of interest in a matter if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty.

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

Material conflict of interest in respect of a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.

(2) The benefit may arise, or the loss incurred:

- (a) directly or indirectly
- (b) in a pecuniary or non-pecuniary form

(3) For the purposes of this section, any of the following is an affected person:

- (a) the relevant person
- (b) a family member of the relevant person
- (c) a body corporate of which the relevant person or their spouse or domestic partner is a Director or a member of the governing body
- (d) an employer of the relevant person, unless the employer is a public body
- (e) a business partner of the relevant person
- (f) a person for whom the relevant person is a consultant, contractor or agent
- (g) a beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee
- (h) a person from whom the relevant person has received a **disclosable gift**.

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

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

During 2020/2021, four (4) 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)			
Indirect interest by close association (section 78)	1		1
Indirect financial interest (section 78A)			
Indirect interest because of conflicting duties (section 78B)			
Indirect interest due to receipt of a gift, being of \$200 value or more (section 78C)			
Indirect interest as a consequence of becoming party to civil proceedings (section 78D)			
Indirect interest because of impact on residential amenity (section 78E)			
Conflicting personal interest (section 79B)			
General Conflict of Interest (LGA 2020)	3		
Material Conflict of Interest (LGA 2020)			

Note: Conflict of Interest is expressed differently under the new *Local Government Act 2020*, which has introduced the new concepts of General Conflict of Interest and Material Conflict of Interest - (refer Part 6, Division 2, Sections 126 to 131, which was enacted on 24 October 2020):.

Councillor allowances

In accordance with Section 39 of the *Local Government Act 2020*, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance.

The Victorian Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each Council. Maroondah City Council is recognised as a Category Two Council.

The following table contains a summary of the Councillor Allowance paid to each Councillor during the 2020/21 financial year.

Councillors	Allowance
Cr Marijke Graham Deputy Mayor July to October 2020	\$27,721.15
Cr Tony Dib JP	\$27,721.15
Cr Mike Symon Mayor July to October 2020	\$46,487.00
Cr Suzy Stojanovic Elected October 2020	\$18,759.74
Cr Paul Macdonald	\$27,721.15
Cr Tasa Damante	\$27,721.15
Cr Nora Lamont Deputy Mayor November 2020 to June 2021	\$27,721.15
Cr Kylie Spears Mayor November 2020 to June 2021	\$66,002.39
Cr Rob Steane	\$27,721.15
Cr Samantha Mazzuchelli Term concluded October 2020	\$8,961.41

Councillor expenses

In accordance with Section 40 and 42 of the *Local Government Act 2020* which has provided the statutory direction for the 2020/21 financial year, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor. Council is also required to adopt and maintain a Policy in relation to the reimbursement of expenses for Councillors. The Policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor, Deputy Mayor and Councillors to enable them to discharge their duties. A budget of \$102,000 in the 2020/21 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 2020/21 financial year are set out in the table below.

Councillor	TR (\$)	CM (\$)	CC (\$)	IC (\$)	CT (\$)	CCA (\$)	Total (\$)
Cr Marijke Graham Deputy Mayor July to October 2020	525.24	0	80.39	1489.81	6422.27	137.00	8654.71
Cr Tony Dib JP	0	0	0	1250.38	0	35.64	1286.02
Cr Mike Symon Mayor July to October 2020	1062.04	4140.09*	0	1282.40	3217.06	403.36	10104.95*
Cr Suzy Stojanovic Elected October 2020	0	0	225.00	664.07	694.85	184.76	1768.68
Cr Paul Macdonald	1252.17	112.60	0	1375.83	2686.44	297.79	5724.83
Cr Tasa Damante	0	0	326.45	1220.99	454.54	229.57	2231.55
Cr Nora Lamont Deputy Mayor November 2020 to June 2021	0	0	0	1132.74	200.27	137.14	1470.15
Cr Kylie Spears Mayor November 2020 to June 2021	1193.06	7633.33*	0	1630.12	4101.79	492.55	15050.85*
Cr Rob Steane	1610.03	205.64	0	1325.23	2420.91	732.71	6294.52
Cr Samantha Mazzuchelli Term concluded October 2020	0	0	0	695.62	77.00	0	772.62

Legend: TR-Travel, CM-Car Mileage (*A budget allocation of \$12,000 is attached to the Office of Mayor for the provision of a vehicle), CC-Child Care, IC-Information and Communication expenses, CT-Conferences and Training expenses, CCA-Civic and Community Attendance.

Note: No expenses were paid by Council, including reimbursements, to members of Council committees during the year.

Accountability

Audit and Risk Advisory Committee

The Audit and Risk Committee is established pursuant to Section 53 of the *Local Government Act 2020* which has provided the statutory direction for the 2020/21 financial year. The Committee assists Council in the discharge of its responsibility for financial reporting, maintaining internal controls, protecting the integrity of Council assets and facilitating good corporate governance. The Committee has an independent monitoring role and reports directly to Council.

Role

The role of the Audit and Risk Committee is to oversee, monitor and report upon the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining a system of internal control and risk management, and fostering an ethical environment.

Responsibilities

The responsibilities of the Audit and Risk 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 2020/21 and its activities included a

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

Membership

Membership consists of five members, three external members (one of which is the chair), the Mayor and one additional Councillor. Councillor representatives are appointed annually. External member positions are advertised, and successful candidates are appointed for a three year term with a maximum of six years. The Chief Executive Officer, Director Corporate Services, 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 2020 to November 2020	November 2020 to June 2021
External Members	Mr John Watson (Chair)	Mr John Watson (Chair)
	Mr Bruce Potgieter	Mr Bruce Potgieter
	Mr Michael Ulbrick	Mr Michael Ulbrick
Councillor Members	Cr. Rob Steane (Mayor)	Cr. Kylie Spears (Mayor)
	Cr. Mike Symon	Cr. Mike Symon

External audit

Council is externally audited by the Victorian Auditor-General. In 2020/21, the Office of the Auditor-General appointed RSM Australia as their representative. An external audit is undertaken each year on Council's Financial and Standard Statements, and Performance Statement.

Risk Management

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

Risk Management Committee

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

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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 2020 to 30 June 2021.

	2020/21	2019/20	2018/19	2017/18	2016/17
Total number of new requests	20	7	9	10	12
Access granted in full	1	0	6	7	6
Access granted in part	13	7	2	1	1
Other (Withdrawn, no documents found, Not proceeded with etc)	6	-	-	-	3
Access denied in full	0	0	-	1	1
Requests still under consideration	1	0	1	1	1
Number of reviews by FOI Commissioner sought (Internal Reviews prior to 2012/13)	1	0	1	-	-
Appeals lodged with VCAT	0	0	-	-	-
Notices served pursuant to section 12(1) of the Act	0	0	-	-	-
Occasions where disciplinary action was taken against any officer regarding the administration of this Act	0	0	-	-	-
Application fees collected	\$592	\$177.60	\$173.40	\$170.40	\$279.00
Access charges collected	\$0	\$0	\$36.20	\$0	\$85.00

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 \$29.60 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.maroonдах.vic.gov.au

Privacy Risk

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

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

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

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

Maroondah City Council has always regarded privacy as very important and has appointed a Privacy Officer to assist in the handling of any enquiries.

The privacy officer can be contacted on 1300 88 22 33 or via email privacy@maroondah.vic.gov.au

Procurement

Council's *Procurement Policy 2019* 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. There were 3 instances of Council engaging a contractor for works valued over \$200,000, without first engaging in a competitive process.

Public Interest Disclosures

The *Protected Disclosure Act 2012* (the Act) commenced operation in February 2013 and was amended in 2019 which includes new protections for anyone making a public interest disclosure and included changing the name of this legislation to the *Public Interest Disclosure Act 2012* (PID Act). The amendments came into effect on 1 January 2020. The purpose of the PID Act is to encourage and facilitate the disclosure of any improper conduct. Any person who has reasonable grounds to believe that improper or corrupt conduct has occurred may make a disclosure. For Local Government, disclosures can be made about Councillors and any Council employees directly to the Independent broad-based anti-corruption commission (IBAC). Protection is provided by the PID Act to those persons within an organisation disclosing corrupt behaviour.

Maroondah City Council recognises the value of transparency and accountability in its administrative and management practices. Council is committed to the aims and objectives of the *Public Interest Disclosure Act 2012*. A policy handling public interests' disclosures have been adopted to comply with the provisions of the PID Act. Copies of this Policy are available on Council's website at www.maroondah.vic.gov.au

During 2020/21, Council did not receive any public interest disclosures.

Legislation

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

These Acts and regulations can either:

- have a direct impact on Council and require significant compliance
- contain specific provisions relevant to Council
- have indirect influence and require knowledge by employees carrying out their duties.

Legislation that impacts upon Council activities (but is not limited to) is identified below:

- | | |
|---|---|
| • <i>Aboriginal Heritage Act 2006</i> | • <i>National Law Regulations 2011</i> |
| • <i>Aged Care Act 1997 (Commonwealth)</i> | • <i>Education and Training Reform Act 2006</i> |
| • <i>Associations Incorporation Reform Act 2012</i> | • <i>Electricity Safety Act 1998</i> |
| • <i>Australian Accounting Standards</i> | • <i>Emergency Management Act 2013</i> |
| • <i>Building Act 1993</i> | • <i>Environment Protection Act 2017</i> |
| • <i>Building Regulations 2018</i> | • <i>Environmental Protection Regulations 2021</i> |
| • <i>Carers Recognition Act 2012</i> | • <i>Estate Agents Act 1980</i> |
| • <i>Catchment and Land Protection Act 1994</i> | • <i>Fences Act 1968</i> |
| • <i>Charter of Human Rights and Responsibilities Act 2006</i> | • <i>Fire Rescue Victoria Act 1958 (formerly known as the Metropolitan Fire Brigades Act)</i> |
| • <i>Child Wellbeing and Safety Act 2005</i> | • <i>Fire Services Property Levy Act 2012</i> |
| • <i>Children Youth and Families Act 2005</i> | • <i>Flora and Fauna Guarantee Act 1988</i> |
| • <i>Children's Services Regulations 1998</i> | • <i>Flora and Fauna Guarantee Regulations 2020</i> |
| • <i>City of Melbourne Act 2001</i> | • <i>Food Act 1984</i> |
| • <i>City of Melbourne (Electoral) Regulations 2012</i> | • <i>Freedom of Information Act 1982</i> |
| • <i>Climate Change Act 2017</i> | • <i>Gambling Regulation Act 2003</i> |
| • <i>Conservation, Forests and Land Act 1987</i> | • <i>Geographical Place Names Act 1998</i> |
| • <i>Constitution Act 1975</i> | • <i>Geothermal Energy Resources Regulations 2016</i> |
| • <i>Country Fire Authority Act 1958</i> | • <i>Graffiti Prevention Act 2007</i> |
| • <i>Country Fire Authority (Community Fire Refuges) Regulations 2014</i> | • <i>Health (Immunisation) Regulations 1999</i> |
| • <i>Crown Land (Reserves) Act 1978</i> | • <i>Health Records Act 2001</i> |
| • <i>Cultural and Recreational Lands Act 1963</i> | • <i>Heavy Vehicle National Law Application Act 2013</i> |
| • <i>Dangerous Goods (Explosives) Regulations 2011</i> | • <i>Heritage Act 2017</i> |
| • <i>Dangerous Goods Act 1985</i> | • <i>Housing Act 1983</i> |
| • <i>Development Victoria Act 2003 (formerly known as Urban Renewal Authority Victoria Act 2003, Victorian Urban Development Authority Act)</i> | • <i>Impounding of Livestock Act 1994</i> |
| • <i>Disability Act 2006</i> | • <i>Independent Broad-Based Anti-Corruption Commission Act 2011</i> |
| • <i>Domestic Animals Act 1994</i> | • <i>Infringements Act 2006</i> |
| • <i>Drugs, Poisons and Controlled Substances Regulations 2017</i> | • <i>Infringements Regulations 2016</i> |
| • <i>Education and Care Services National Law Act 2010</i> | • <i>Land Acquisition and Compensation Act 1986</i> |
| • <i>Education and Care Services</i> | • <i>Land Acquisition and Compensation Regulations 2010</i> |
| | • <i>Land Act 1958</i> |

- *Liquor Control Reform Act 1998*
 - *Local Government Act 2020*
 - *Local Government Act 1989*
 - *Local Government (Electoral) Regulations 2020*
 - *Local Government (General) Regulations 2015*
 - *Local Government (Governance and Integrity) Regulations 2020*
 - *Local Government (Long Service Leave) Regulations 2012*
 - *Local Government (Planning and Reporting) Regulations 2020*
 - *Magistrates' Court Act 1989*
 - *Major Transport Projects Facilitation Act 2009*
 - *Mineral Resources (Sustainable Development) Act 1990 (formerly known as Mineral Resources Development Act)*
 - *Municipal Association Act 1907*
 - *Municipalities Assistance Act 1973*
 - *Occupational Health and Safety Act 2004*
 - *Occupational Health and Safety Regulations 2017*
 - *Privacy and Data Protection Act 2014*
 - *Planning and Environment Act 1987*
 - *Planning and Environment Regulation 2015*
 - *Planning and Environment (Fees) Regulations 2016*
 - *Public Interest Disclosure Act 2012 (formerly the Protected Disclosure Act 2012)*
 - *Public Health and Wellbeing Act 2008*
 - *Public Health and Wellbeing Regulations 2019*
 - *Public Records Act 1973*
 - *Public Records Regulations 2013*
 - *Residential Tenancies Act 1997*
 - *Road Management Act 2004*
 - *Road Management (General) Regulations 2016*
 - *Road Management (Works and Infrastructure) Regulations 2015*
 - *Road Safety (General) Regulations 2019*
 - *Road Safety (Traffic Management) Regulations 2019*
 - *Road Safety (Vehicles) Regulations 2020*
 - *Road Safety Act 1986*
 - *Road Safety Road Rules 2017*
 - *Second Hand Dealers and Pawnbrokers Act 1989*
 - *Sex Work Act 1994 (formerly known as the Prostitution Control Act)*
 - *Sheriff Act 2009*
 - *Sport and Recreation Act 1972*
 - *Subdivision (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*
 - *Valuation of Land Act 1960*
 - *Victorian Local Government Grants Commission Act 1976 (formerly known as Victoria Grants Commission Act)*
 - *Victoria State Emergency Service Act 2005*
 - *Victorian Inspectorate Act 2011*
 - *Water Act 1989*
- The full text of Victorian Acts and Regulations is online at: www.legislation.vic.gov.au
- Full text of Commonwealth legislation is online at: www.legislation.gov.au

Occupational Health and Safety

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

Council continues to focus on incorporating safety considerations into all aspects of service delivery and operational activities, via 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 (EO) acts.

Maroondah City Council is committed to:

- implementing policies, practices, training and education to ensure compliance with all relevant legislation, with a particular emphasis in 2021/22 on *Gender Equality Act 2020* and the VAGO recommendations in relation to Sexual Harassment in Local Government
- creating a working environment which is free from discrimination, harassment, victimisation, bullying and vilification, where all Employees, Councillors, Consultants, contractors, and volunteers are treated with dignity, courtesy and respect
- implementing training and awareness raising strategies to ensure that all parties know their rights and responsibilities, as far as is reasonably practicable
- providing an effective procedure for complaints raising and resolution, based on the principles of natural justice
- treating all complaints in a sensitive, fair, timely, and confidential manner

- protection from any victimisation or reprisals
- encouraging the reporting of inappropriate behaviour
- promoting appropriate standards of conduct at all times.

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

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

Victorian Local Government Performance Reporting Framework: governance and management checklist

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

#	Governance and Management Items	Assessment	
1	Community Engagement Policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 15 February 2021	<input checked="" type="checkbox"/>
2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of commencement of current guidelines: 21 June 2016	<input checked="" type="checkbox"/>
3	Financial Plan (plan under section 91 of the Act outlining financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Date of adoption: 28 June 2021	<input checked="" type="checkbox"/>
4	Asset Plan (plan under section 92 of the Act setting out the assets maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act Date of adoption: 16 October 2015 Council's current Asset Management Plans were adopted in 2015/16. An Asset Plan is currently under development to meet new requirements of the Local Government Act 2020 pursuant to section 92 due for implementation 30 June 2022.	<input checked="" type="checkbox"/>
5	Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 28 June 2021	<input checked="" type="checkbox"/>
6	Annual Budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 28 June 2021	<input checked="" type="checkbox"/>
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of commencement of current policy: 7 June 2021	<input checked="" type="checkbox"/>
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of commencement of current policy: 10 May 2021	<input checked="" type="checkbox"/>
9	Municipal Emergency Management Plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Date of preparation: 17 Feb 2020	<input checked="" type="checkbox"/>

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#	Governance and Management Items	Assessment	
10	Procurement Policy (policy under section 186A of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by Council)	Adopted in accordance with section 186A of the Act Date of adoption: 24 August 2020 A Procurement Policy is currently being developed under the new requirements of the <i>Local Government Act 2020</i> pursuant to s 108, due for implementation 31 December 2021.	<input checked="" type="checkbox"/>
11	Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of commencement: 2 August 2018	<input checked="" type="checkbox"/>
12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of commencement: 14 November 2018	<input checked="" type="checkbox"/>
13	Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 7 June 2021	<input checked="" type="checkbox"/>
14	Audit and Risk Committee (see sections 53 and 54 of the Act)	Established in accordance with sections 53 and 54 of the Act Date of establishment: 1 October 1994 At Maroondah, this Committee is known as the Audit and Risk Advisory Committee	<input checked="" type="checkbox"/>
15	Internal audit (independent accounting professionals engaged by Council to provide analysis and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 September 2016	<input checked="" type="checkbox"/>
16	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Framework Date of operation of current framework: 26 April 2017	<input checked="" type="checkbox"/>
17	Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first 6 months of the financial year)	Report Date of report: 15 February 2021	<input checked="" type="checkbox"/>
18	Quarterly budget reports (quarterly reports to Council under section 97 of the Act comparing actual and budgeted results and an explanation of any material variations)	Reports presented to Council in accordance with section 97(1) of the Act Dates reports presented: 16 October 2020 14 December 2020 15 February 2021 24 May 2021	<input checked="" type="checkbox"/>

#	Governance and Management Items	Assessment	
19	Risk Reports (quarterly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 30 September 2020 31 December 2020 31 March 2021 30 June 2021	<input checked="" type="checkbox"/>
20	Performance reports (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Report Date of report for the first six months of financial year: 17 August 2020 Date of report for the second six months of financial year: 15 February 2021	<input checked="" type="checkbox"/>
21	Annual Report (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Presented at a meeting of Council in accordance with section 100 of the Act Date of presentation: 12 October 2020	<input checked="" type="checkbox"/>
22	Councillor Code of Conduct (Code under section 139 of the Act setting out standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act Date reviewed: 15 February 2021	<input checked="" type="checkbox"/>
23	Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with sections 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date reviewed and adopted: 31 August 2020	<input checked="" type="checkbox"/>
24	Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 31 August 2020	<input checked="" type="checkbox"/>

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



Steve Kozlowski
Chief Executive Officer
Dated: 7 September 2021



Cr. Kylie Spears
Mayor
Dated: 7 September 2021

Statutory information

The information in this section is provided in accordance with legislative and other requirements applying to Council. Topics within this section and the applicable legislation/regulations are listed below:

Topic	Relevant legislation/regulation (if applicable)
Carers Recognition	<i>Carers Recognition Act 2012</i>
Disability Policy and Action Plan	<i>Disability Act 2006</i>
Documents to be made available for public inspection	<i>Local Government Act 2020 and Local Government (General) Regulations 2015</i>
Domestic Animal Management	<i>Domestic Animals Act 1994</i>
Food Act Ministerial Directions	<i>Food Act 1984</i>
Freedom of Information requests	<i>Freedom of Information Act 1982</i>
Infrastructure and development contributions	<i>Local Government Act 2020</i>
Local Laws	<i>Local Government Act 2020</i>
National Competition Policy	<i>Local Government Act 2020</i>
Privacy	<i>Privacy and Data Protection Act 2014 and the Health Records Act 2001</i>
Procurement	<i>Local Government Act 2020</i>
Protected Disclosure	<i>Local Government Act 2020</i>
Road Management	<i>Road management Act 2004</i>
Victorian Local Government Indicators	<i>Local Government Act 2020</i>
Victorian Local Government Performance Reporting Framework: Service Performance Indicators	<i>Local Government (Planning and Reporting) Regulations 2020</i>
Victorian Local Government Performance Reporting Framework: Service Performance Indicators	<i>Local Government (Planning and Reporting) Regulations 2014 amending Local Government Act 1989</i>

Carers recognition

Maroondah City Council has taken all practicable measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012* (the Act). Council has promoted the principles of the Act to people in care relationships who receive Council services, to people in care relationships, and to the wider community by:

- distributing printed material through relevant Council services
- providing information regarding the Act to Maroondah Healthy Ageing Network, Maroondah Police Seniors Register, Senior Citizens Clubs, older people's groups, and clients of Council's Aged and Disability Services
- providing links to resource materials on Council's website
- providing Information regarding the Act in the Active and Healthy Ageing Newsletter, Maroondah Healthy Ageing Network Chatterbox newsletter and Commonwealth Home Support Program Client Information booklet
- providing written information regarding the Act within Client Information Packs
- distributing printed material to all Aged and Disability employees and volunteers

Council has taken all practicable measures to ensure employees, Council agents and volunteers working for Council are informed about the principles and obligations of the Act by including information on the care relationship in:

- Council induction and training programs for employees working in front-line positions with the general community
- internal information sessions for all of Council's Aged and Disability employees and volunteers at team meetings.

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

- facilitation of the Maroondah Carer Support Group
- facilitation of Akuna, a Dementia Carers Support Group
- inclusion of people with Dementia and mild memory loss in Social Support Group programs to support carers of people with dementia
- shared training/professional development opportunities with other local services responding to people with dementia and their carers
- ongoing staff professional development
- Council Occupational Therapist will work with carers to solve and improve safety issues in the home and community.

Disability Policy and Action Plan

In accordance with section 38 of the Disability Act 2008, Council must report on the implementation of the Disability Policy and Action Plan in its Annual Report. During 2020/21 Council undertook a wide range of activities in delivering on this Plan. These included:

- An estimated additional \$2.3 million of National Disability Insurance Scheme (NDIS) approved plans for Maroondah residents has been achieved by Council's role supporting people accessing and transitioning into the National Disability Insurance Scheme (NDIS).
- Feedback from the Disability Advisory Committee was received by Council in review of emergency practices in line with the Vulnerable People in Emergencies Policy. Changes were made to the Emergency Relief Centres guidelines and Council's coronavirus (COVID-19) recovery priorities and action as a result.
- Council completed the Geographic Information Systems (GIS) Layer, improving emergency management processes.
- Council's website shared COVID-19 information produced by several external organisations in Easy English and Auslan.
- Council's submission to the Royal Commission into Mental Health in Victoria was acknowledged and the Maroondah Positive Education Network was noted as a recommendation for government explore expanding the project to other areas.
- The Porn is not the Norm project, received \$900,000 over a three-year period through Westpac's 2020 Impact Grant, Safer Children, Safer Communities program. Council's role will evolve to providing support and advice through the project steering group.
- Council's 2020/21 community facilities improvement program was delivered consisting of more than 250 individual projects, many of which facilitate enhanced accessibility and inclusive design elements. Springfield, Jubilee, Dorset and Proclamation multipurpose pavilions will all feature female friendly accessible changerooms. The McAlpin Reserve Play-space renewal project has been designed with an accessible carousel and accessible jumper (trampoline).
- Forced closures of Council facilities enabled maintenance programs to be brought forward such as the retiling of the Aquahub warm water pool.
- The move to working safely from home for much of 2020 was supported by a register of transferred Council owned ergonomic equipment (chairs and screens) to individuals, with further support available on a case by case basis. Additional support for Council staff wellbeing was offered through the Employee Health and Wellbeing Program run in collaboration with Healthy Business.
- Local businesses continued to be encouraged to connect with initiatives like the Small Business Wellbeing hotline, that promotes awareness and support for mental health.
- Mental Health First Aid training was provided online to representatives from a broad range of Maroondah organisations.
- Council's Community Development Grants program in 2020 awarded funding to six different disability groups to better enable access and participation.
- A Multicultural Community Services grant enabled the 'Moving for Life the Way I Like It' program tailored physical activities to our Burmese community elders. This program was later adapted to online delivery.
- Council's online channels are WCAG 2.0AA accessible and compliant. Council's online resources are reviewed and updated each quarter along with reporting and repair of any broken links.
- Maternal Child Health commenced new inclusive programs and referral pathways for families with additional vulnerabilities.
- Council continued to support the Pathway for Carers program which provides support and information to carers of people with disabilities or mental health concerns.
- Eastern Disability Action Group is now being facilitated by Eastern Volunteers.
- Council continued to provide public artworks and art activations in public spaces that are inclusive of people with disabilities, utilising a range of locations and formats.

- A regional approach is taken on advocacy for public transport and public safety improvements with the Eastern Region Group and Eastern Transport Coalition for accessibility improvements as part of Box Hill and Croydon interchange upgrades.
- Council consults with Queensland Investment Corporation (QIC) in the establish a sensory room at the Eastland Shopping Centre. This space opened in May 2021. Training for Eastland employees was provided.
- Council progressed an innovative planning scheme amendment for the Greening the Greyfields initiative during 2020 within two precincts - Ringwood and Croydon South.
- The State Government's \$6 billion Big Housing Build announcement in 2020 was consistent with the advocacy efforts of the Eastern Affordable Housing Alliance of which Council is an active member. The program is anticipated to result in new social and affordable housing being constructed in Maroondah.
- The Outer East Opening Doors Leadership program for social inclusion is supported.



Documents to be made available for public inspection

Council is committed to open and transparent governance. Section 57 of the *Local Government Act 2020* (the Act) entitles any person to inspect and take copies where appropriate (subject to applicable fees, if any) of prescribed documents and records. Pursuant to the *Local Government (General) Regulations 2015*, which was proclaimed and commenced on 23 October 2015, the following prescribed documents and records were available for inspection during the 2020/21 financial year.

For the purposes of section 57 of the *Local Government Act 2020*, which has provided the statutory direction for the 2020/21 financial year, the following are prescribed documents:

- Council Meeting Agendas;
 - Statutory Registers required by the Act; and
 - Council Policies.
- a) A document containing details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months, including:
 - i. the name of the Councillors or member of Council staff
 - ii. the date on which the travel began and ended
 - iii. the destination of the travel
 - iv. the purpose of the travel
 - v. the total cost to the Council of the travel, including accommodation costs;
 - b) the agendas for, and minutes of, ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
 - c) the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meetings which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
 - d) a register of delegations kept under sections 87(1) – delegations to special committees – and 98(4) – delegations to staff – of the Act, including the dates on which the last reviews took place under sections 86(6) and 98(6) respectively, of the Act took place;
 - e) a document containing details of all leases involving land which were entered into by the Council as the lessor, including the lessee and the terms and the value of the lease;
 - f) a register maintained under section 224(1A) of the Act of authorised officers appointed under that section;
 - g) a list of donations and grants made by the Council in the previous 12 months, including the names of persons or bodies which, have received a donation or grant and the amount of each donation or grant;
 - h) Written Public Record of an Assembly of Councillors, in accordance with section 80A of the Act;
 - i) Annual Report – available online;
 - j) Budget for current financial year – available online;
 - k) Council agenda and minutes for the last 12 months – available online;
 - l) Councillors' Code of Conduct – available online;
 - m) Council Plan – available online;
 - n) Councillor Expenses Policy – available online;
 - o) Local Laws operative within Maroondah – available online;
 - p) Procurement Policy – available online;
 - q) Public Notices – available online;
 - r) Register of election campaign donation returns – available online;
 - s) Register of Interests of Councillors, Management Group, Senior Officers, Nominated Officers and independent members of the Audit and Risk Advisory Committee.

In accordance with Section 57 of the *Local Government Act 2020* inspection of these documents can be arranged by contacting Council's Governance Team on 1300 88 22 33. These documents are available for inspection at the City Offices, 179 Maroondah Highway, Ringwood. The documents may be viewed, but not removed, and some are also available online.

Domestic animal management

The *Domestic Animals Act 1994* (The Act) requires Council's across Victoria to prepare and implement a Domestic Animal Management Plan (DAMP) every four years. Section 68A of the Act requires Councils to periodically evaluate any program, service strategy or review outlined in the DAMP and publish the evaluation in Council's Annual Report.

Council is currently reviewing the *Domestic Animal Management Plan 2017-2021* for 2022-2026 and continues to promote and support responsible pet ownership within Maroondah. Further details of the progress of the review can be found on Council's website.

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

- education programs to inform the community of the responsibilities of pet ownership
- school visits to educate students on responsible pet ownership
- demonstrations and information on responsible pet ownership at the Maroondah Festival
- programmed and random patrols of parks and reserves
- property inspections of the owners of dog at large
- annual inspections for declared menacing and dangerous dogs
- inspections of properties for extra animal permits
- inspections of domestic animal businesses
- promotion of new and renewal registration for dogs and cats
- training of animal management officers in best practice responsible pet ownership
- promotion of de-sexing with vets including vouchers for reduced cost
- participation and support in community events such as Adventure Dog
- analysis of trends and statistics on registration rates, reunification of lost animals to ensure best practise principles and seek opportunities for improvement.

Food Act Ministerial directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report. No such Ministerial Directions were received by Council during the 2020/21 financial year.

Infrastructure and development contributions

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

For the 2020/21 financial year the following information about infrastructure and development contributions is disclosed:

Council has no Infrastructure Contribution Plans.

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Development contributions

Total DCP levies received in 2020/21	
DCP name (Year approved)	Levies received in 2020/21 financial year
Ringwood Development Contributions Plan Overlay (2006)	\$411,826
Total	\$411,826

No DCP land, works, services or facilities were accepted in kind in 2020/21

Total DCP contributions received and expended to date				
DCP name (Year approved)	Total levies received \$	Total levies expended \$	Total works-in-kind accepted \$	Total DCP contributions received (levies and works-in-kind)
Ringwood Development Contributions Plan Overlay (2006)	\$0	\$0	\$0	\$411,826
Total	\$0	\$0	\$0	\$411,826

Land, works, services or facilities delivered in 2020/21 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
			\$0	\$0	\$0	\$0	\$0	0
Total			\$0	\$0	\$0	\$0	\$0	0

Local Laws

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

Local Laws (as at 30 June 2021)	
Local Law No. 11 - General Local Law	<p><i>Local Law No. 11</i> aims to assure equitable, orderly and enjoyable use by people of community facilities, including roads.</p> <p>The objectives of <i>Local Law No 11 - General Local Law</i> are to:</p> <ul style="list-style-type: none"> • revoke Local Laws 8 and 10 made by Council • provide for and assure equitable, orderly and enjoyable use by people of community facilities, including roads • protect Council Property and other community assets from loss or unnecessary or avoidable damage • support provision by Council of a safe, clean and healthy environment in areas under its control and management • provide generally for the peace, order and good government of the Municipal District. <p><i>Local Law No. 11</i> was adopted by Council on 14 December 2015 and came into effect on Friday 1 January 2016.</p> <p><i>Local Law No. 11</i> was also amended incorporating Local Law No. 13 and came into effect on 1 September 2016.</p>
Local Law No. 12 - Meetings Procedure and Use of Common Seal	<p>The objectives of <i>Local Law No. 12 - Meetings Procedure & Use of Common Seal</i> are to regulate the:</p> <ul style="list-style-type: none"> • proceedings of Ordinary and Special Meetings of the Maroondah City Council • election of the Mayor and Acting Chairman • use of the Common Seal of the Maroondah City Council and • proceedings of special committees. <p><i>Local Law 15</i> was adopted by Council at its meeting on 28 June 2021 and came into effect on 1 July deeming Local Law 12 repealed.</p>
Local Law No. 13 - General (Amendment) Local Law	<p><i>Local Law 13</i> amends <i>Local Law No.11</i> by clarifying when fires can be lit or remain alight in the open air or an incinerator, and in particular allows for fires in the open air for heating purposes by:</p> <ul style="list-style-type: none"> • Amending the existing General <i>Local Law 11</i> • Inserting a new Clause 30.1 – Incinerators and Burning <p><i>Local Law No. 13</i> was adopted by Council on 22 August 2016 and came into effect on 1 September 2016.</p>
Local Law No. 14 - General (Amendment) Local Law	<p><i>Local Law No. 14</i> amends Local Law No. 11 by:</p> <ul style="list-style-type: none"> • prohibiting smoking of tobacco products in Ringwood and Croydon Town Squares. <p><i>Local Law No.14</i> was adopted by Council on 26 November 2018 and came into effect on 1 January 2019.</p>
Local Law No. 15 - Common Seal and Conduct at Meeting	<p><i>Local Law No. 15 - Common Seal and Conduct at Meeting</i></p> <p>Maroondah City Council, at its meeting on 26 April 2021, resolved to commence the process for the making of Local Law No. 15.</p> <p>The purpose of Local Law 15 is to:</p> <ul style="list-style-type: none"> • regulate the use of the common seal • prohibit unauthorised use of the common seal or any device resembling the common seal • provide for a set of offences and associated penalties relating to conduct at meetings - with reference to the requirements of the Governance Rules document. <p>Local Law 15 was adopted by Council at its meeting on 28 June 2021 and came into effect on 1 July 2021 deeming Local Law 12 repealed.</p>

Road management

The *Road Management Act 2004* provides that Council has a statutory obligation to inspect, maintain and repair a public road, and that a Road Management Plan may be developed to set reasonable standards in relation to the performance of road management functions for the maintenance of its public roads and associated road-related assets.

Maroondah City Council has adopted the *Road Management Plan 2021* to set reasonable standards in relation to the performance of road management functions, including the inspection, maintenance and repair of all Council's roads as listed in its Register of Public Roads.

In accordance with section 22 of the *Road Management Act 2004* (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.



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Victorian Local Government Indicators

The following indicators track Council sustainability and performance over time.

Indicator	Target	Actual Results			
	2020/21	2020/21	2019/20	2018/19	2017-18
Affordability/cost of Governance					
Average rates and charges per assessment The average revenue derived by Council out of general rates and garbage services for each property in the municipality.	\$1,885	\$1,871	\$1816	\$1,795	\$1,707
Average rates and charges per residential assessment The average revenue derived by Council out of general rates and garbage services for each residential property in the municipality (i.e. excluding all commercial and industrial properties)	\$1,802	\$1,788	\$1736	\$1,718	\$1,614
Sustainability					
Average liabilities per assessment The average value for each property in the municipality of monies owed by Council at financial year-end in respect of the supply of goods and services, the provision of loans and the accrued costs of employee salaries and entitlements.	\$1,038	\$1,727	\$1785	\$1034	\$1010
Operating result per assessment³ The difference between the average operating revenue and average operating expenditure for each property in the municipality. Council rates and charges comprise the major part of its operating revenue. The operating result has been adjusted by excluding the revenue from property, infrastructure, plant and equipment not previously recognised and the expenditure in relation to disposal, obsolescence and adjustments in relation to property and infrastructure. This allows for a better basis of comparison.	\$787	\$825	\$202	\$509	\$253
Services					
Community satisfaction rating for overall performance generally of Council Overall satisfaction with Council performance as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	64	65	65	69	67

Indicator	Target	Actual Results			
	2020/21	2020/21	2019/20	2018/19	2017-18
Average operating expenditure per assessment The average cost of operating and maintaining all Council services to the community for each property in the municipality. This cost excludes the cost of acquiring or expanding its asset base used in the delivery of those services but includes the costs of all administrative and governance services supporting that delivery.	\$2,394	\$2,535	\$2583	\$2654	\$2562
Infrastructure					
Average Capital expenditure per assessment The average cost for each property in the municipality of acquiring new assets and expanding, upgrading or renewing existing assets used in the delivery of all its services to the community.	\$1,674	\$1,579	\$893	\$951	\$513
Renewal gap The sum of all capital expenditure on renewal of existing infrastructure assets expressed as a percentage of the total depreciation charge on all Council infrastructure assets. Such annual depreciation charge is Council's best estimate of the value of those assets 'consumed' during the year's operations.	118%	105%	78%	96%	92%
Renewal and maintenance gap The sum of all capital expenditure on renewal of existing infrastructure assets together with the annual costs of maintenance of all Council infrastructure assets expressed as a percentage of the total depreciation and maintenance charges on all such infrastructure assets.	114%	104%	83%	97%	94%
Governance					
Community satisfaction rating for Council's Advocacy and Community Representation on key local issues Overall satisfaction with Council performance in advocacy and community representation as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	57	56	56	61	57
Community satisfaction rating for Council's Engagement in decision making on key local issues Overall satisfaction with Council performance in engaging the community in decision making on key local issues as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	56	55	56	58	56

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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.

More detailed Council comments on 2020 LGPRF service performance indicator results will be available once data is released by the Victorian Government at www.knowyourcouncil.vic.gov.au

Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
Aquatic Facilities					
Service standard Health inspections of aquatic facilities Number of health inspections per Council aquatic facility <i>Expected range: 1 to 4 inspections</i>	2.00	3.33	2.00	2.00	Inspections are carried out annually by Council's Community Health team for each of the municipality's three aquatic facilities, with a follow up inspection if required. Health inspections and tracking on schedule.
Utilisation Utilisation of aquatic facilities The number of visits to aquatic facilities per head of municipal population. <i>Expected range: 1 to 10 visits</i>	8.75	10.11	7.57	3.34	The municipality has three Council-owned and operated aquatic facilities. The 2020/21 period faced several challenges including frequent capacity restrictions and facility closures as a result of the coronavirus (COVID-19) pandemic.
Service Cost Cost of aquatic facilities The direct cost less any income received of providing aquatic facilities per visit. <i>Expected range: \$3 to \$20</i>	-	-	\$0.81	\$5.70	This measure considers the overall cost to Council of running its aquatic facilities less revenue received. The cost per visit also increased due to the significant impacts of the coronavirus (COVID-19) pandemic on utilisation of aquatic facilities.

Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
Animal Management					
Timeliness Time taken to action animal requests The average number of days it has taken for Council to action animal management related requests. <i>Expected range: 1 to 10 days</i>	1.88	1.24	2.01	1.05	This measure relates to the average number of days between the receipt and the first response action for all animal management requests. There was a slight increase in time taken to action animal requests in 2020/21 with requests still actioned on average within two days.
Service standard Animals reclaimed The percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> reclaimed. <i>Expected range: 30% to 90%</i>	6.74%	76.87%	62.55%	48.2%	This measure considers the percentage of collected registrable animals reclaimed under the <i>Domestic Animals Act 1994</i> . There has been a slight decrease in animals reclaimed compared to the previous financial year which is attributed to the overall increase in the number of impounded animals.
Service standard Animals rehomed The percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> that are rehomed. <i>Expected range: 20% to 80%</i>	-	-	51.90%	44.01%	This measure considers the percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> that are rehomed. The decrease in animals rehomed is attributed to more residents returning to the workplace after the easing of coronavirus (COVID-19) restrictions.
Service cost Cost of animal management service per population The direct cost of the animal management service per municipal population. <i>Expected range: \$3 - \$40</i>	\$4.94	\$5.49	\$4.03	\$4.20	This measure captures the direct cost of the animal management service per registrable animal under the <i>Domestic Animals Act 1994</i> . The increase in cost is mostly attributed to staff vacancies being filled.

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Victorian Local Government Performance Reporting
Framework: Statement of service performance

Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
Health and safety Animal management prosecutions Health Inspections of aquatic facilities <i>Expected range: 50% - 200%</i>	-	-	100.00%	0.00%	This measure captures the percentage of successful animal management prosecutions under the <i>Domestic Animals Act 1994</i> . This measure has changed to a percentage value instead of a numeric value. There have been no prosecutions due to delays in processing infringements.
Food Safety					
Timeliness Time taken to action food complaints The average number of days it has taken for Council to action food complaints received from members of the public about the safety or handling of food for sale. <i>Expected range: 1 to 10 days</i>	1.88	1.24	2.01	1.95	The indicator measures the average number of days taken for Council to respond to food complaints from receipt to first response action. Data shown is for the 2021 calendar year to align with reporting to the Department of Health (DoH). Council have put in place processes to ensure that wherever possible, the customer request is addressed within 24 hours.
Service standard Food safety assessments The percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment. <i>Expected range: 50% to 120%</i>	98.00%	100.00%	100.00%	93.61%	This measure relates to the percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment. Data shown is for the 2021 calendar year to align with reporting to the Department of Health (DoH). The percentage of food safety assessments has slightly decreased as a result of coronavirus (COVID-19) restrictions, whereby officers attended essential inspections only.

Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
<p>Service cost</p> <p>Cost of food safety service</p> <p>The direct cost of the food safety service per food premises registered by Council, or for which Council has received notification, during the year.</p> <p><i>Expected range: \$300 to \$1,200</i></p>	\$738.76	\$689.36	\$690.11	\$599.36	This measure captures the direct cost of providing food safety services per food premises. The direct cost of food safety service has decreased from the prior year due to increase in the overall number of food premises.
<p>Health and safety</p> <p>Critical and major non-compliance notifications</p> <p>The percentage of critical and major non-compliance outcome notifications that are followed up by Council.</p> <p><i>Expected range: 60% to 100%</i></p>	100.00%	99.06%	100.00%	100.00%	This indicator measures the percentage of critical and major non-compliance outcome notifications that are followed up by Council. Council aims to respond to 100% of these notifications. Data shown is for the 2020 calendar year to align with reporting to the Department of Health (DoH). The percentage of critical and major non-compliance notifications followed up is tracking in accordance with previous financial years.
Governance					
<p>Transparency</p> <p>Council resolutions at meetings closed to the public</p> <p>The percentage of council resolutions made at an ordinary or special meeting of council, or at a meeting of a special committee consisting only of councillors, closed to the public under section 89(2) of the <i>Local Government Act 1989</i> (the Act).</p> <p><i>Expected range: 0% to 30%</i></p>	13.74%	8.52%	6.59%	13.13%	This indicator measures the percentage of Council resolutions made at an ordinary or special Council meeting, or at a meeting of a special committee consisting only of Councillors, closed to the public under Section 89(2) of the <i>Local Government Act 1989</i> . The increase in decisions made closed to the public is a result of an increase in tender evaluation recommendations which are considered confidential "in-camera" decisions made at Council meetings.

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Victorian Local Government Performance Reporting Framework: Statement of service performance

Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
<p>Consultation and engagement</p> <p>Satisfaction with community consultation and engagement</p> <p>The community satisfaction rating out of 100 with the consultation and engagement efforts of the council. This includes consulting and engaging directly with the community on key local issues requiring decisions by council.</p> <p><i>Expected range: 40 to 70</i></p>	56.00	58.00	56.00	55.00	<p>The Local Government Community Satisfaction Survey is conducted by the Department of Jobs, Precincts and Regions (DJPR) on behalf of Council. A total of 400 local residents and ratepayers within the municipality over 18 years of age are selected at random to participate. The survey asks the respondent to rate the performance of Council in relation to community consultation and engagement. The rating is consistent with the 2019/20 result and the score achieved in the 2016/17 period which covered the last Council election/caretaker cycle.</p>
<p>Attendance</p> <p>Council attendance at Council meetings</p> <p>The percentage of attendance at ordinary and special council meetings by councillors.</p> <p><i>Expected range: 80% to 100%</i></p>	86.32%	88.89%	85.47%	92.86%	<p>Each year, a range of ordinary and special meetings of Council are held. This indicator measures the overall attendance levels for these meetings. The percentage of attendance at Council meetings increased when compared to 2019/20 when coronavirus (COVID-19) restrictions were in place.</p>
<p>Service cost</p> <p>Cost of elected representation</p> <p>The direct cost of delivering council's governance service per councillor.</p> <p><i>Expected range: \$30,000 to \$80,000</i></p>	\$45,744.44	\$48,959.51	\$47,451.22	\$46,640.44	<p>This measure captures the direct cost of delivering the governance service per elected representative. There was a slight decrease in the direct cost of the governance service in 2020/21 due to a reduction of expenditure and allowances during coronavirus (COVID-19) restrictions.</p>

Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
Decision making Satisfaction with Council decisions The community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community. <i>Expected range: 40 to 70</i>	59.00	62.00	59.00	60.00	The Local Government Community Satisfaction survey is conducted by the Department of Jobs, Precincts and Regions (DJPR) on behalf of Council. A total of 400 local residents and ratepayers within the municipality over 18 years of age are selected at random to participate. The survey asks the respondent to rate the performance of Council in relation to its decision making. This satisfaction rating slightly increased in 2020/21.
Libraries					
Utilisation Physical library collection usage The number of physical library collection item loans per physical library collection item. <i>Expected range: 1 to 9 items</i>	10.58	10.47	9.15	4.97	Maroondah is a member of the Eastern Regional Libraries Corporation, which is a co-operative venture serving three outer eastern metropolitan councils. These results relate to libraries in the Maroondah municipality, which are located in Croydon and Ringwood (Realm). The decrease in physical library collection usage is attributed to the recent facility capacity restrictions and library closures due to coronavirus (COVID-19).
Resource standard Recently purchased library collection The percentage of the library collection that has been purchased in the last 5 years. <i>Expected range: 40% to 90%</i>	75.47%	72.39%	69.81%	79.27%	This measure refers to the percentage of the library collection that has been purchased in the last five years. There was an increase in the proportion of the library collection purchased in 2020/21. This indicator is subject to cyclical fluctuations.

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Victorian Local Government Performance Reporting Framework: Statement of service performance

Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
Participation Active library borrowers in municipality The percentage of the municipal population that are active library borrowers. <i>Expected range:</i> 10% to 40%	16.18%	16.26%	15.88%	13.83%	This indicator highlights the percentage of the municipal population that are active library members. There was a decrease in active library members in 2020/21 compared with the previous financial year due to coronavirus (COVID-19) social distancing requirements and library closures.
Service cost Cost of library service per population The direct cost of the library service per population. <i>Expected range:</i> \$10 to \$90	\$18.20	\$18.26	\$18.59	\$17.37	This measure captures the direct cost of the library service per municipal population. The cost of delivering the library service in Maroondah decreased in 2020/21 compared with the previous financial year reflecting the reduction on Council's contribution when compared to the previous financial year.
Maternal and Child Health					
Service standard Infant enrolments in the MCH service % of infants enrolled in the MCH service <i>Expected range:</i> 90% to 110%	101.06%	101.06%	100.99%	101.34%	The MCH service enrolls newborn infants in the service at the home visit following receipt of a birth notification from the hospital. All birth notifications received by Council result in an MCH enrolment, however, the phasing of birth notifications and enrolment across reporting periods can result in the reported figure being less than or greater than 100%.

Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
<p>Service cost</p> <p>Cost of the MCH service</p> <p>The cost of the MCH service per hour of service delivered.</p> <p><i>Expected range:</i> \$50 to \$200</p>	\$71.22	\$87.20	\$82.83	\$97.53	<p>This measure captures the direct cost of the library service per municipal population. The cost of delivering the library service in Maroondah slightly decreased in 2020/21 compared with the previous financial year.</p>
<p>Participation</p> <p>Participation in MCH service</p> <p>The percentage of children enrolled who participate in the MCH service.</p> <p><i>Expected range:</i> 70% to 100%</p>	73.88%	78.11%	76.18%	76.19%	<p>This measure highlights the percentage of children enrolled who participate in the MCH service, which can vary due to the timing of appointments during the financial year. Full year participation rates are in line with the Victorian State average.</p>
<p>Participation</p> <p>Participation in MCH service by Aboriginal children</p> <p>The percentage of Aboriginal children enrolled who participate in the MCH service.</p> <p><i>Expected range:</i> 60% to 100%</p>	69.90%	72.63%	76.24%	78.31%	<p>This measure captures the percentage of Aboriginal children enrolled who participate in the MCH service. Participation rates for this measure tend to fluctuate between reporting periods.</p>
<p>Satisfaction</p> <p>Participation in 4-week Key Age and Stage visit</p> <p>The percentage of infants enrolled in the MCH service who participated in 4-week Key Age and Stage visit.</p> <p><i>Expected range:</i> 90% to 110%</p>	-	-	98.17%	97.31%	<p>This measure considers the percentage of infants enrolled in the Maternal Child Health (MCH) service who participated in 4-week Key Age and Stage visit. The percentage remains at 100%. Anything below 100% reflects appointments made but not yet attended within the financial year.</p>

Victorian Local Government Performance Reporting Framework: Statement of service performance

Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
Roads					
Satisfaction of use Sealed local road requests The number of sealed local road requests per 100 kilometres of sealed local road. <i>Expected range: 10 to 120 requests</i>	98.35	108.04	115.87	93.96	Road requests are defined as customer requests logged within the Council corporate customer service application, Infor Pathway. Requests include line marking, pothole repairs, damaged roads, and patching and road sweeping. The number of sealed road requests reduced due to less motorists being on the road due to coronavirus (COVID-19) restrictions, as well as better overall management of the road network where Council is working to proactively mitigate potential sealed road issues.
Condition Sealed local roads maintained to condition standards The percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal. <i>Expected range: 80% to 100%</i>	97.25%	97.31%	99.06%	98.85%	Council defines a technical level of service intervention figure to be a Pavement Condition Index (PCI) of 5 in Council's pavement management system, SMEC Pavement Management System. There was only minor variation when compared to the same time in the previous year.

Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
<p>Service cost</p> <p>Cost of sealed local road reconstruction</p> <p>The direct reconstruction cost per square metre of sealed local roads reconstructed.</p> <p><i>Expected range: \$20 to \$200</i></p>	\$87.98	\$221.08	\$114.19	\$250.31	<p>The total project cost associated with the reconstruction of a sealed local road is considered. The project cost may include but is not limited to traffic control, road base, road surface, kerb, stormwater drain and traffic management device costs. Reconstructions for a full road block as defined in Council's asset register has been included in this figure. Isolated reconstructions are not included but may have occurred throughout the financial year. Costs to deliver projects over the last 12 months have increased due to the complexity of projects and higher costs for labour and materials.</p>
<p>Service cost</p> <p>Cost of sealed local road resealing</p> <p>The direct resealing cost per square metre of sealed local roads resealed.</p> <p><i>Expected range: \$4 to \$30</i></p>	\$26.60	\$119.99	\$34.24	\$25.37	<p>Council only uses asphalt products for resealing in line with community expectations. Generally, where advanced pavement deterioration is present (i.e. crocodile cracking) Council undertakes deep lift patching prior to resealing. Only reseals for a full road block as defined in Council's asset register has been included in this figure. Reseals that do not cover an entire road block are considered to be a patch and are not included.</p>
<p>Satisfaction</p> <p>Satisfaction with sealed local roads</p> <p>The community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.</p> <p><i>Expected range: 50 to 100</i></p>	68.00	70.00	64.00	67.00	<p>The Local Government Community Satisfaction Survey is conducted by the Department of Jobs, Precincts and Regions (DJPR) on behalf of Council. A total of 400 local residents and ratepayers within the municipality over 18 years of age are selected at random to participate. The survey asks participants to rate the condition of local streets in your area on a scale from very good to very poor. The satisfaction rating varies from year to year depending on a number of factors.</p>

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Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
Statutory Planning					
Timeliness Time taken to decide planning applications The median number of days taken between receipt of a planning application and a decision on the application. <i>Expected range: 30 to 110 days</i>	35.00	34.00	28.00	28.00	This measure looks at the median number of days taken between receipt of a planning application and a decision on the application. In addition to Council's dedication to provide timely decisions, Council's electronic planning application processes allowed for more efficient processing time. There was no difference in the number of days taken to decide planning applications in 2020/21 compared to the previous financial year.
Service standard Planning applications decided within required time frames The percentage of regular and VicSmart planning application decisions made within legislated time frames. <i>Expected range: 40% to 100%</i>	82.45%	81.63%	88.60%	86.87%	In accordance with the <i>Planning and Environment Act 1987</i> , a Council is permitted 60 statutory days to determine a planning application. The 60 statutory days includes weekends, public holidays and commences when the application is lodged. The legislation allows for the 60-day statutory clock to be stopped and re-started in certain circumstances. Increased work in 2020/21 with VCAT matters, as well as resourcing (staff movements) has slightly extended these timeframes. Maroondah continues to be among the leaders in meeting this requirement in comparison to the Metropolitan Council average of 63.8% and exceeds its target of 80%.

Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
<p>Service cost</p> <p>Cost of statutory planning service</p> <p>The direct cost of the statutory planning service per planning application received</p> <p><i>Expected range: \$500 to \$4,000</i></p>	\$1860.81	\$1869.80	\$1851.06	\$1918.93	<p>This measure looks at the direct cost of Council to provide the statutory planning service per planning application received. The direct cost of statutory planning increased due to a reduction in the number of planning applications received during the financial year.</p>
<p>Decision making</p> <p>Planning decisions upheld at VCAT</p> <p>The percentage of planning application decisions subject to review by VCAT that were not set aside.</p> <p><i>Expected range: 30% to 100%</i></p>	90.41%	90.24%	92.59%	81.82%	<p>If an applicant disagrees with the decision of Council in relation to a planning application, they have the opportunity to appeal the decision at the Victorian Civil and Administrative Tribunal (VCAT). This indicator measures the percentage of planning application decisions made by Council, appealed by an applicant and subject to review by VCAT that were not set aside (i.e. VCAT agreed with the decision of Council). The measure showed a lower percentage of decisions upheld at VCAT compared to the previous financial year, which may reflect the smaller number of decisions being considered by the Tribunal and lengthy VCAT timeframes because of COVID-19. Increased wait times are seeing a greater number of applicants negotiating outcomes with Council in the lead up to the VCAT hearing, which in turn increases the number of consent orders granted.</p>

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Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
Waste Collection					
<p>Satisfaction</p> <p>Kerbside bin collection requests</p> <p>The number of kerbside bin collection requests per 1000 kerbside bin collection households</p> <p><i>Expected range: 10 to 300 requests</i></p>	72.05	71.93	68.93	76.91	<p>Council provides a comprehensive waste management service that strives to meet best practice standards in terms of kerbside collection. This indicator focuses on the kerbside bin collection service. Council provides a three-bin waste collection service (garbage, recyclables, and green organics). These requests relate to cancellations, damaged bin repairs/replacements or replacing stolen bins. This figure tends to fluctuate according to population movement in the municipality. The number of requests per 1000 households increased slightly in 2020/21.</p>
<p>Service standard</p> <p>Kerbside collection bins missed</p> <p>The number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts.</p> <p><i>Expected range: 1 to 20 bins</i></p>	3.38	3.49	4.06	4.55	<p>This indicator identifies the ratio of bins missed compared to scheduled bin collections. This includes 120L, 80L, second bin and fortnightly recycling kerbside bin collection. The increase in missed bins could be attributed to the 'stay at home' restrictions from coronavirus (COVID-19) restrictions whereby residents were placed to more readily report issues with their bin collections.</p>

Service/indicator/ measure	Result 2017/18	Result 2018/19	Result 2019/20	Result 2020/21	Comment
<p>Service cost</p> <p>Cost of kerbside garbage bin collection service</p> <p>The direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin.</p> <p><i>Expected range:</i> \$40 to \$150</p>	\$103.19	\$106.11	\$107.56	\$109.55	This measure looks at the direct cost of Council to provide the kerbside garbage bin collection service per kerbside garbage bin. The service cost increased in 2020/21, due to a 4.2% increase in waste tonnage.
<p>Service cost</p> <p>Cost of kerbside recyclables bin collection service</p> <p>The direct cost of the kerbside recyclables collection service (including the contract cost of collection) per kerbside recyclables collection bin.</p> <p><i>Expected range:</i> \$10 to \$80</p>	\$43.36	\$62.59	\$71.43	\$77.43	This measure looks at the direct cost of Council to provide the kerbside recyclables collection service per kerbside recyclables bin. The increase in 2020/21 is due to an increase cost in gate fee and an increase collection, in tonnage, of recyclable materials.
<p>Waste diversion</p> <p>Kerbside collection waste diverted from landfill</p> <p>The percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.</p> <p><i>Expected range:</i> 20% to 60%</p>	54.14%	53.66%	56.83%	56.71%	This measure refers to the percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill. There was a slight decrease in the proportion of waste diverted from landfill in 2020/21 which is within a normal range of variance.





Annual Financial Report and Performance Statement

For the year ended 30 June 2021

Understanding the Financial Report

Introduction

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

Council presents its financial report in accordance with Australian Accounting Standards.

Particular terms required by the Standards may not be familiar to some readers. Further, Council is a government organisation and some of the generally recognised terms used in private sector company reports are not appropriate for Council's reports.

Council is committed to accountability and transparency. It is in this context that the plain English guide has been developed to assist readers to understand and analyse the financial report.

What is contained in the Annual Financial Report?

Council's financial report has two sets of Statements:

1. Financial Statements
2. Performance Statement

Each of these Statements is prepared by Council employees, examined by Council's Audit and Risk Advisory Committee and by the members of Council, and are audited by the Victorian Auditor-General.

Financial Statements

The Financial Statements report on how Council performed financially during the year and shows its overall financial position as at the end of the year.

The face of the Financial Statements include a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. The Financial Statements also contain Notes, which set out Council's accounting policies and details of the line item amounts contained in the face of the statements.

Comprehensive Income Statement

The Comprehensive Income Statement is sometimes referred to as a 'Profit and Loss Statement' in the private sector and shows the:

- Sources of Council's revenue under various income headings
- Expenses incurred in running the Council during the year. These expenses relate only to the 'Operations' of Council, and do not include the costs associated with the purchase or building of assets. While asset purchase costs are not included in Expenses, asset depreciation costs are included.

The surplus or deficit for the year is the key figure to look at on the Comprehensive Income Statement to assess Council's financial performance. It is calculated by deducting the total expenses for the year from total revenues.

The comprehensive result on the Comprehensive Income Statement includes items that will not be reclassified to surplus or deficit in future periods. The main item affecting the comprehensive income/expense of Council relates to the revaluation of its assets.

Balance Sheet

The Balance Sheet is a summary of Council's financial position as at 30 June. It shows what Council owns as assets and what it owes as liabilities. The bottom line of this Statement is Net Assets. This is the equity or net worth of Council, which has been built up over the life of the Council.

The assets and liabilities are separated into Current and Non-Current. Current generally means those assets which will be received or liabilities which will be paid within the next 12 months. Non-Current are all those assets and liabilities which are held for a longer term.

The net current assets or working capital as it is sometimes called is an important measure of Council's ability to meet its debts as and when they fall due.

Balance Sheet

The components of the Balance Sheet are:

Current and Non-Current Assets

Cash and cash equivalent assets include cash and investments i.e. cash held in the bank and in petty cash and the market value of Council's investments with a maturity of less than 90 days.

Trade and other receivables are monies owed to Council by ratepayers and others.

Financial assets are the market value of investments held with a maturity of greater than 90 days.

Inventories are stocks held for sale or consumption in Council's services.

Other assets include prepayments of expenses that Council has paid for in advance and assets held for resale which are in a position of being marketed and sold.

Investments in associates represent Council's investment in Eastern Regional Libraries Corporation and Narre Warren User Group.

Intangibles represent non-current assets held by Council that are not tangible.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, drains, vehicles, equipment etc. which has been built up by Council over many years.

Right-of-use assets represent Council's right to use an underlying asset as agreed to under the terms of a lease agreement.

Current and Non-Current Liabilities

Trade and other payables are those to whom Council owes money as at 30 June.

Trust fund and deposits represent monies held in trust by Council i.e. security deposits.

Provisions represent estimates of future obligations and include accrued Long Service and Annual Leave owed to employees.

Interest-bearing liabilities are borrowings of Council.

Unearned income represents amounts received by Council in exchange for the provision of services or products that are yet to be delivered or fully completed.

Lease liabilities represent Council's obligations as a result of entering into lease agreements.

Net Assets

This term is used to describe the difference between the value of Total Assets and the value of Total Liabilities. It represents the net worth of Council as at 30 June.

Total Equity

This always equals Net Assets. It is made up of the following components:

- Assets revaluation reserve, which reflects the net change in the value of Council's revalued assets given their current valuation. This component of equity is impacted by Other Comprehensive Income in the Comprehensive Income Statement.
- Accumulated surplus, which is reflective of the cumulative surplus/deficits Council has achieved over its lifetime, as stated in the Comprehensive Income Statement for each financial year.

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Statement of Cash Flows

The Statement of Cash Flows summarises Council's cash payments and cash receipts for the year. This Statement is presented according to a very specific Accounting Standard and needs some care in analysis. The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis.

Cash in this Statement refers to bank deposits and other forms of highly liquid investments that can be readily converted to cash.

Council's cash arises from, and is used in, three main areas.

1. Cash flows from operating activities:

- Receipts – all cash received into Council's bank account from ratepayers and others who owe money to Council. Receipts also include the interest earnings from Council's cash investments. It does not include the costs associated with the sale of assets.
- Payments – all cash paid by Council from its bank account to employees, creditors and other persons. It does not include the costs associated with the creation of assets.

2. Cash flows from investing activities:

- This section shows the cash invested in the creation or purchase of property, infrastructure, plant and equipment assets and the cash received from the sale of these assets. This section also shows Council's activity from investing in term deposits throughout the period.

3. Cash flows from financing activities:

- This is where the receipt and repayment of borrowed funds are recorded.

The bottom line of the Cash Flows Statement is the cash and cash equivalents at end of financial year. This shows the capacity of Council to meet its cash debts and other liabilities.

Statement of Changes in Equity

During the course of the year the value of Total Equity as set out in the Balance Sheet changes. This Statement shows the values of such changes and how these changes arose.

The main reasons for a change in equity stem from:

- the 'surplus or deficit' from operations, described in the Comprehensive Income Statement as Comprehensive Result for the year
- a revaluation of assets which takes place on a regular basis to ensure the most up-to-date value is included in Council's books.

Notes to the Financial Statements

The Notes are a very important and informative section of the Financial Statements. The Australian Accounting Standards are not prescriptive regarding a lot of issues. Therefore, to enable the reader to understand the basis on which the values shown in the face of the Statements are established, it is necessary to provide details of Council's significant accounting policies.

Apart from the accounting policies, the Notes also give details and context behind many of the summary figures contained in the face of the Statements. The Note numbers are shown beside the relevant items in the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity and the Statement of Cash Flows, and should be read in conjunction with these items to give a clearer picture of the accounts.

The Notes also include information that Council wishes to disclose but which cannot be incorporated into the face of the Statements. Other notes include:

- The breakdown of expenses, revenues, reserves and other assets
- Contingent liabilities
- Transactions with persons related to Council.

Certification by the Principal Accounting Officer, Chief Executive Officer (CEO) and Councillors

The Certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council that, in her/his opinion, the Financial Statements have met all the statutory and professional reporting requirements.

The Certification of the CEO and Councillors is made by two Councillors and the CEO on behalf of Council that, in their opinion, the Financial Statements are fair and not misleading or inaccurate.

Performance Statement

The Performance Statement reflects the Council performance on indicators included in the Local Government Performance Reporting Framework. Please note that the source for some of the data included in this framework is derived from external sources such as the Local Government Satisfaction Survey, the Australian Bureau of Statistics and the Department of Health and Human Services.

Auditor General's Report

The Independent Audit Report provides the reader with an external and independent opinion on the Financial Statements. It confirms that the Financial Report has been prepared in accordance with relevant legislation and professional standards and that it represents a fair picture of the financial affairs of the Council.

A separate Independent Audit Report is also provided with respect to the information contained within Council's Performance Statement.

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Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the Local Government Act 1989, the *Local Government (Planning and Reporting) Regulations 2014* (as per the transitional provisions of the Local Government Act 2020), the Australian Accounting Standards and other mandatory professional reporting requirements.



Antonio Rocca, CA
Principal Accounting Officer

Date: Monday, 16 August 2021
Melbourne

In our opinion the accompanying financial statements present fairly the financial transactions of Maroondah City Council for the year ended 30 June 2021 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.



K. Spears
Mayor

Date: Monday, 16 August 2021
Melbourne



M. Symon
Councillor

Date: Monday, 16 August 2021
Melbourne



S. Kozlowski
Chief Executive Officer

Date: Monday, 16 August 2021
Melbourne

Victorian Auditor General's Report Financial Statements



Independent Auditor's Report

To the Councillors of Maroondah City Council

Opinion	<p>I have audited the financial report of Maroondah City Council (the council) which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2021• comprehensive income statement for the year then ended• statement of changes in equity for the year then ended• statement of cashflows for the year then ended• statement of capital works for the year then ended• notes to the financial statements, including significant accounting policies• certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's 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>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards 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' 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
27 August 2021



Sahchu Chummar
as delegate for the Auditor-General of Victoria

Annual Report 2020/21

Comprehensive Income Statement

For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Income			
Rates and charges	3.1	96,033	92,769
Statutory fees and fines	3.2	4,357	4,606
User fees	3.3	14,094	20,441
Grants - operating	3.4	10,808	8,921
Grants - capital	3.4	23,664	8,539
Contributions - monetary	3.5	10,205	5,142
Contributions - non monetary	3.5	25	378
Net gain / (loss) on disposal of property, infrastructure, plant and equipment	3.6	12,689	289
Share of net profits / (loss) of associates and joint ventures	6.2	156	131
Other income	3.7	412	1,123
Total income		172,443	142,339
Expenses			
Employee costs	4.1	54,924	55,463
Materials and services	4.2	47,577	49,378
Depreciation	4.3	22,849	21,992
Amortisation - intangible assets	4.4	279	243
Amortisation - right of use assets	4.5	807	324
Bad and doubtful debts	4.6	17	-
Borrowing costs	4.7	843	902
Finance costs - leases	4.8	72	35
Other expenses	4.9	2,759	3,667
Total expenses		130,127	132,004
Surplus / (deficit) for the year		42,316	10,335
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment / (decrement)	6.1	91,936	(32,288)
Total comprehensive result		134,252	(21,953)

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

Balance Sheet

As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	27,914	47,256
Trade and other receivables	5.1	13,589	21,441
Other financial assets	5.1	37,917	20,598
Inventories	5.2	421	404
Other assets	5.2	1,338	924
Non-current assets classified as held for sale	6.3	-	6,799
Total current assets		81,179	97,422
Non-current assets			
Trade and other receivables	5.1	571	277
Other financial assets	5.1	1,057	1,057
Investments in associates, joint arrangements and subsidiaries	6.2	3,732	3,578
Property, infrastructure, plant and equipment	6.1	1,937,472	1,788,458
Right-of-use assets	5.8	2,149	1,287
Intangible assets	5.2	874	784
Total non-current assets		1,945,855	1,795,441
Total assets		2,027,034	1,892,863
Liabilities			
Current liabilities			
Trade and other payables	5.3	15,036	8,963
Trust funds and deposits	5.3	6,466	5,576
Unearned income	5.3	30,963	30,876
Provisions	5.5	14,389	13,429
Interest-bearing liabilities	5.4	1,541	2,618
Lease liabilities	5.8	934	513
Total current liabilities		69,329	61,975
Non-current liabilities			
Trust funds and deposits	5.3	330	6
Unearned income	5.3	1,952	10,780
Provisions	5.5	1,507	1,863
Interest-bearing liabilities	5.4	14,277	15,817
Lease liabilities	5.8	1,252	789
Total non-current liabilities		19,318	29,255
Total liabilities		88,647	91,230
Net assets		1,938,387	1,801,633
Equity			
Accumulated surplus		837,204	793,386
Reserves	9.1	1,101,183	1,008,247
Total Equity		1,938,387	1,801,633

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

Annual Report 2020/21

Statement of Changes in Equity

For the Year Ended 30 June 2021

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021					
Balance at beginning of the financial year		1,801,633	793,386	997,247	11,000
Adjustment for prior periods - property, infrastructure, plant and equipment	6.1	2,502	2,502	-	-
Adjusted Opening balance		1,804,135	795,888	997,247	11,000
Surplus / (deficit) for the year		42,316	42,316	-	-
Net asset revaluation increment / (decrement)	6.1	91,936	-	91,936	-
Transfers to other reserves	9.1	1,000	-	-	1,000
Transfers from other reserves	9.1	(1,000)	(1,000)	-	-
Balance at end of the financial year		1,938,387	837,204	1,089,183	12,000

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020					
Balance at beginning of the financial year		1,861,473	820,938	1,029,535	11,000
Impact of change in accounting policy - AASB 15 Revenue from Contracts with Customers		(80)	(80)	-	-
Impact of change in accounting policy - AASB 1058 Income of Not-for-Profit Entities		(2,550)	(2,550)	-	-
Adjustment for prior periods - property, infrastructure, plant and equipment	6.1	(35,257)	(35,257)	-	-
Adjusted Opening balance		1,823,586	783,051	1,029,535	11,000
Surplus / (deficit) for the year		10,335	10,335	-	-
Net asset revaluation increment / (decrement)	6.1	(32,288)	-	(32,288)	-
Balance at end of the financial year		1,801,633	793,386	997,247	11,000

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2021

	Note	2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		95,458	91,677
Statutory fees and fines		4,362	4,621
User fees		14,664	23,676
Grants - operating		18,111	20,003
Grants - capital		16,606	26,317
Contributions - monetary		10,321	5,239
Interest received		367	994
Trust funds and deposits taken		42,597	18,583
Net GST refund / (payment)		9,336	7,249
Employee costs		(54,067)	(53,810)
Materials and services		(58,136)	(62,012)
Short-term, low value and variable lease payments		(75)	(114)
Trust funds and deposits repaid		(41,383)	(17,830)
Net cash provided by / (used in) operating activities	9.2	58,161	64,593
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(58,385)	(49,438)
Proceeds from sale of property, infrastructure, plant and equipment		2,518	928
Payments for investments		(127,726)	(73,262)
Proceeds from sale of investments		110,407	89,881
Net cash provided by / (used in) investing activities		(73,186)	(31,891)
Cash flows from financing activities			
Finance costs		(843)	(460)
Repayment of borrowings		(2,617)	(691)
Interest paid - lease liability		(72)	(35)
Repayment of lease liabilities		(785)	(309)
Net cash provided by / (used in) financing activities		(4,317)	(1,495)
Net increase / (decrease) in cash and cash equivalents		(19,342)	31,207
Cash and cash equivalents at the beginning of the financial year		47,256	16,049
Cash and cash equivalents at the end of the financial year		27,914	47,256
Financing arrangements	5.6		
Financial assets	5.1		

The above statement of cash flows should be read in conjunction with the accompanying notes.

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Statement of Capital Works

For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Property			
Land		8,310	4,196
Total land		8,310	4,196
Buildings		55,866	23,832
Total buildings		55,866	23,832
Total property		64,176	28,028
Plant and equipment			
Plant, machinery and equipment		1,058	2,365
Fixtures, fittings and furniture		358	-
Computers and telecommunications		50	37
Total plant and equipment		1,466	2,402
Infrastructure			
Roads		4,329	3,298
Footpaths and cycleways		2,296	3,436
Drainage		3,110	2,594
Waste management		20	27
Parks, open space and streetscapes		5,246	4,610
Off street car parks		374	489
Other infrastructure		46	727
Total infrastructure		15,421	15,181
Total capital works expenditure		81,063	45,611
Represented by:			
New asset expenditure		53,877	16,696
Asset renewal expenditure		21,907	15,481
Asset upgrade expenditure		5,279	13,435
Total capital works expenditure	1.2, 6.1	81,063	45,611

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

Notes to the Financial Report

For the Year Ended 30 June 2021

OVERVIEW

Introduction

The Maroondah City Council ("The Council") was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate. The Council's main office is located at 179 Maroondah Highway Ringwood, VIC 3134.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014* (as per the transitional provisions of the *Local Government Act 2020*).

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)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with AASB 16 *Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Disclosure of COVID-19 impacts on the current reporting period

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

COVID-19 had a significant impact on the operations of Council in the current reporting period ending 30 June 2021. The financial implications of the pandemic have been considered in the preparation of these financial statements.

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

- Performance against budget (refer to Note 1)
- Statutory fees and fines (refer to Note 3.2)
- User fees (refer to Note 3.3)
- Funding from other levels of government (refer to Note 3.4)
- Employee costs (refer to Note 4.1)
- Reserves, in relation to the decision making of reserve allocations for the year (refer to Note 9.1)

Annual Report 2020/21

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 27 July 2020. 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* (as per the transitional provisions of the *Local Government Act 2020*).

1.1 Income and expenditure

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Income					
Rates and charges	96,240	96,033	(207)	(0%)	
Statutory fees and fines	5,145	4,357	(788)	(15%)	1
User fees	20,162	14,094	(6,068)	(30%)	2
Grants - operating	8,384	10,808	2,424	29%	3
Grants - capital	26,557	23,664	(2,893)	(11%)	4
Contributions - monetary	4,726	10,205	5,479	116%	5
Contributions - non monetary	-	25	25	NA	
Net gain / (loss) on disposal of property, infrastructure, plant and equipment	12,075	12,689	614	5%	
Share of net profits / (losses) of associates and joint ventures	-	156	156	NA	
Other income	1,134	412	(722)	(64%)	6
Total income	174,423	172,443	(1,980)	(1%)	
Expenses					
Employee costs	56,574	54,924	1,650	3%	7
Materials and services	50,360	47,577	2,783	6%	8
Depreciation	24,441	22,849	1,592	7%	9
Amortisation - intangible assets	-	279	(279)	NA	
Amortisation - right of use assets	516	807	(291)	(56%)	10
Bad and doubtful debts	-	17	(17)	NA	
Borrowing costs	861	843	18	2%	
Finance costs - leases	41	72	(31)	(76%)	11
Other expenses	1,482	2,759	(1,277)	(86%)	12
Total expenses	134,275	130,127	4,148	3%	
Surplus / (deficit) for the year	40,148	42,316	2,168	5%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	The unfavourable variance relates mainly to fines (\$675k). Traffic fines were lower than budgeted due to the impact of the COVID pandemic (\$529k). Election fines were also lower than anticipated (\$133k), the Victorian Electoral Commission has advised that Maroondah had a much higher level of voter participation than in previous elections and that they applied a higher level of concession in not fining individuals for a failure to vote due to the COVID pandemic.

1.1 Income and expenditure (cont'd)

Variance Ref	Item	Explanation
2	User fees	The continued impact of the COVID pandemic on Council has been profound. During the various lockdowns throughout the year, the required closure and/or reduced operating capacity of leisure facilities including Karralyka, Federation Estate, Aquanation, Aquahub, Ringwood Golf, The Rings and Maroondah Nets resulted in a loss of anticipated user fee income of \$6.4m. This is against a budget that was already partially moderated for anticipated impacts of the pandemic, however, it was not foreseeable that Council would face multiple lockdowns leading to facility closures.
3	Grants - operating	The favourable variance relates mainly to the receipt of the Working for Victoria grant (\$1.3m) and the COVID-19 Outdoor Dining grant (\$285k) both from the State Government and also the Meals on Wheels Emergency Support grant (\$185k) from the Federal Government all of which had not been budgeted. All these are offset by associated expenditure that was also unbudgeted, but a direct result of obtaining these grants. The Federal Government Financial Assistance Grant (\$190k) was less than budgeted and part payment received is in relation to 21/22 grants.
4	Grants - capital	The unfavourable variance relates mainly to car park development (Ringwood \$7m, Heathmont \$760k) due to delays in commencement of construction and ensuring the correct application of AASB 1058 in terms of income recognition. Additionally, there have been revised construction programs for pavilion redevelopments (Dorset Multipurpose \$2m, Ainslie Park \$500k and Springfield Sports \$500k). Capital projects \$2.9m (including Pavilion redevelopment \$2.8m) which had not been budgeted for were undertaken during the period.
5	Contributions - monetary	The improved position compared to budget was due to several factors including developer contributions (\$3.3m) including the Maroondah Transform project (\$3.2m), Public Open Space funds (\$1.6m), and contributions for capital projects (\$395k). Public Open Space funds and developers contributions have restrictions and set requirements in relation to how and what they are spent on.
6	Other income	The unfavourable variance is due to lower than anticipated interest rates for investments held (\$423k) and lower than budgeted commercial rent (\$305k) with the COVID pandemic being a contributing factor for some rental relief.
7	Employee costs	The continued impact of the COVID pandemic on Council has been profound. During the various lockdowns throughout the year, the required closure and/or reduced operating capacity of leisure facilities including Karralyka, Aquanation, Aquahub, Ringwood Golf, Dorset Golf, The Rings and Maroondah Nets resulted in a reduction of anticipated employee costs (\$1.4m).
8	Materials and services	The favourable variance relates to a number of factors including, electricity (\$530k) (Leisure facilities \$362k), water (\$289k), and gas (\$155k) were all less than budgeted with the main impact due to closure of and/or reduced operating capacity in leisure facilities during the various lockdowns throughout the year. Savings were achieved in Street Lighting (\$211k) reflecting use of energy efficient options. Council's advertising and marketing and promotion was also underspent (\$301k), impacted by the COVID pandemic lockdowns with many planned activities cancelled and advertising/marketing and promotion not required. Fuel costs (\$133k) were also down compared to budget, less vehicle usage during the pandemic. Waste management services (\$1.3m) were underspent for the period in the areas domestic, recyclables and green waste collection, however, will be spent in future years given the Waste Strategy targets. Tree maintenance, including reactive and storm damage were higher than budgeted specifically due to recent storm events (\$978k).
9	Depreciation	The favourable variance in depreciation compared to the adopted budget is reflective of an asset base that was adjusted downwards at year-end 2019/20, post the 2020/21 Budget having been adopted. This resulting in a over inflated depreciation figure reflected in the 2020/21 budget compared to the actual result during the year, which was calculated on a lower asset base.
10	Amortisation - right of use assets	AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. The unfavourable variance relates to the amortisation of IT equipment (\$153k) and Leisure Facility (\$120k) leases, both of which had not been budgeted for.
11	Finance costs - leases	Council had higher than budgeted for additions of right of use assets/liabilities during the period, and as such, had higher corresponding financing costs in relation to them. Refer to Note 5.8 for details of additions during the period.
12	Other expenses	Other expenses are lower than expected due to savings in lease payments (\$331k), however this category also includes expenses related to assets written off during the period (\$2.2m), which is subject to variation. Refer to Note 4.9.

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Note 1 Performance against budget (cont'd)

1.2 Capital works

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Property					
Land	-	8,310	(8,310)	NA	1
Total land	-	8,310	(8,310)	NA	
Buildings	69,284	55,866	13,418	19%	2
Total buildings	69,284	55,866	13,418	19%	
Total property	69,284	64,176	5,108	7%	
Plant and equipment					
Plant, machinery and equipment	1,634	1,058	576	35%	3
Fixtures, fittings and furniture	383	358	25	7%	
Computers and telecommunications	678	50	628	93%	4
Total plant and equipment	2,695	1,466	1,229	46%	
Infrastructure					
Roads	2,890	4,329	(1,439)	(50%)	5
Footpaths and cycleways	3,051	2,296	755	25%	6
Drainage	2,576	3,110	(534)	(21%)	7
Waste management	-	20	(20)	NA	
Parks, open space and streetscapes	4,117	5,246	(1,129)	(27%)	8
Off street car parks	250	374	(124)	(50%)	9
Other infrastructure	603	46	557	92%	10
Total infrastructure	13,487	15,421	(1,934)	(14%)	
Total capital works expenditure	85,466	81,063	4,403	5%	
Represented by:					
New asset expenditure	54,817	53,877	940	2%	
Asset renewal expenditure	25,757	21,907	3,850	15%	11
Asset upgrade expenditure	4,892	5,279	(387)	(8%)	
Total capital works expenditure	85,466	81,063	4,403	5%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	This was not anticipated to occur during the year, hence there was no budget against it. Opportunity arose to undertake a Land exchange with the Department of Education and Training during the year (\$8.3M).
2	Buildings	The Ringwood Multi Level Car Park development schedule is extended with the project deliverables expanding slightly. Timing as a result of further scope works and analysis leading to an extended timeframe (\$9.7M). The Proclamation Park Pavilion development project completion is extended to 2021/22 (\$2.0M). The Dorset Multipurpose Pavilion Redevelopment construction will start in 2021/22 (\$2.0M).
3	Plant, machinery and equipment	There was an underspend in this class of capital, given there were supply availability issues as a direct impact of COVID. The underspend is partially offset against lower than anticipated income received, given assets were not turned over as planned.
4	Computers and telecommunications	The majority of the cloud migration project has now been completed. There is a change to the hardware replacement policy to a cloud subscription option (operating rather than capital) with funds to be transferred from capital to operating cost in 2021/22 (\$400K).
5	Roads	The grant funded Roads to Recovery - Lincoln Road project is completed ahead of schedule with future funding brought forward (\$1.0M). The Local Area Traffic Management funding program was extended to 2020/21 with eligible projects being 50% funded. Future funding for eligible future projects were utilised to take advantage of the extension (\$0.4M).

1.2 Capital works (cont'd)

Variance Ref	Item	Explanation
6	Footpaths and cycleways	Projects were completed ahead of time during the 2019/20 financial year, however, established post the 2020/21 Budget being adopted. Hence, 2020/21 funding was allocated towards these program of works/projects (\$0.4m). Reducing the actual spend during the current financial period.
7	Drainage	The Stormwater Drainage Renewal program of works were completed ahead of time during the 2019/20 financial year, however, established post the 2020/21 Budget being adopted. Hence, 2020/21 funding was allocated towards these program of works (\$0.4m) and reduced actual spend during the current financial period.
8	Parks, open space and streetscapes	The Silcock Ovals Redevelopment project is ahead of schedule with future funding utilised (\$0.4m). The Quambee Reserve Surface Renovation project was ahead of schedule in the 2019/20 financial year with 2020/21 funding allocated during 2019/20.
9	Off street car parks	The Car Park Improvement program of works was completed ahead of schedule during the 2019/20 financial year, however, established post the 2020/21 Budget being adopted. Hence, future funding was allocated towards these program of works (\$0.1m).
10	Other infrastructure	The Street Lighting Improvement projects is significantly delayed as the product shipment has been delayed affecting the installation works (\$0.4m).
11	Asset renewal expenditure	The Proclamation Park Pavilion development project completion is extended to 2021/22 (\$2.0m). The Dorset Multipurpose Pavilion Redevelopment construction schedule will now commence in 2021/22 (\$2.0m).

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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, The Nets and Croydon Memorial Pool. It is also responsible for overall occupancy of Council's sporting facilities and pavilions including seasonal allocations, leases, licences and casual use
- Operations maintains Maroondah's community assets, including parks, gardens, bushland, roads and footpath; as well as fleet management and maintenance.

Strategy and Community

The directorate is responsible for:

- Business and Development, which coordinates Council's efforts in major projects such as the Ringwood Metropolitan Activity Centre, including Realm. The team also facilitates and supports the sustainable growth of the local economy and business networks
- Community Services, which provides maternal & child health, children's, youth, and aged and disability services to meet the needs of a diverse community, as well as Arts and Cultural Development
- Integrated Planning which looks after strategic land use, environmental sustainability, Maroondah Planning Scheme amendments, and community and policy development.

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
2021					
Chief Executive Office	179	2,886	(2,707)	-	-
Corporate Services	102,447	35,199	67,248	5,434	89,279
Development and Amenity	14,430	10,831	3,599	143	-
Operations, Assets and Leisure	50,131	67,048	(16,917)	25,231	1,937,755
Strategy and Community	5,256	14,163	(8,907)	3,663	-
	172,443	130,127	42,316	34,472	2,027,034
	Income	Expenses	Surplus / (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2020					
Chief Executive Office	181	2,377	(2,196)	-	-
Corporate Services	99,950	33,207	66,743	5,416	97,357
Development and Amenity	9,529	10,804	(1,275)	116	-
Operations, Assets and Leisure	27,495	71,108	(43,613)	8,596	1,795,506
Strategy and Community	5,184	14,508	(9,324)	3,332	-
	142,339	132,004	10,335	17,460	1,892,863

Commentary on allocations

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

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

Operations, Assets and Leisure: capital grants, depreciation

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Note 3 Funding for the delivery of our services

3.1 Rates and charges

2021	2020
\$'000	\$'000

Council uses capital improved value ("CIV") as the basis of valuation of all properties within the municipal district. The CIV of a property is the market value of land and improvements.

The valuation base used to calculate general rates for 2020/21 was \$37.47 billion (2019/20 \$35.64 billion).

General rates	79,379	76,868
Waste management charge	15,742	14,770
Special rates and charges	156	153
Supplementary rates and rate adjustments	414	785
Interest on rates and charges	324	175
Cultural and recreational	18	18
Total rates and charges	96,033	92,769

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2021, and the valuation will be first applied in the rating year commencing 1 July 2021.

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

2021	2020
\$'000	\$'000

Infringements and costs	772	1,038
Court recoveries	204	258
Town planning fees	1,422	1,548
Land information certificates	104	91
Permits	1,743	1,512
Other	112	159
Total statutory fees and fines	4,357	4,606

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

2021	2020
\$'000	\$'000

Active leisure centres	9,536	14,808
Aged and health services	453	473
Asset Protection	349	295
Child care and children's programs	264	273
Community facilities recreation	461	412
Community health	12	17
Local laws	45	25
Occupation road reserve	221	179
Performing arts, functions and conferences	1,249	2,883
Public notices	104	97
Youth programs	-	3
Other fees and charges	1,400	976
Total user fees	14,094	20,441

User fees by timing of revenue recognition

User fees recognised at a point in time	14,094	20,441
Total user fees	14,094	20,441

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

2021	2020
\$'000	\$'000

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	25,834	13,388
State funded grants	8,638	4,072
Total grants income	34,472	17,460

3.4 Funding from other levels of government (cont'd)	2021	2020
(a) Operating Grants	\$'000	\$'000
<i>Recurrent - Commonwealth Government</i>		
Children's services	419	391
Community health	104	95
Financial assistance grants	4,743	5,127
Aged care	1,044	836
Sport and recreation	20	-
Other	1	-
<i>Recurrent - State Government</i>		
Aged care	537	539
Council and community planning	73	-
Children's services	1	1
Youth services	32	69
Maternal and child health	1,065	1,035
Other	124	-
Total recurrent operating grants	8,163	8,093
<i>Non-recurrent - Commonwealth Government</i>		
Asset management	32	8
Aged care	-	31
<i>Non-recurrent - State Government</i>		
Sport and recreation	180	8
Asset management	11	42
Waste management	138	289
Community health	27	20
Maternal child and health	131	82
Youth services	230	237
Integrated planning	43	50
Children's services	85	55
Council and community planning	3	-
Working 4 Victoria	1,324	-
COVID - 19	428	-
Other	13	6
Total non-recurrent operating grants	2,645	828
Total operating grants	10,808	8,921
(b) Capital Grants	2021	2020
	\$'000	\$'000
<i>Non-recurrent - Commonwealth Government</i>		
Buildings	45	1,122
Roads	3,527	858
Car parks	15,896	4,810
Recreational, leisure and community facilities	2	110
<i>Non-recurrent - State Government</i>		
Buildings	2,924	759
Roads	582	439
Footpaths and cycleways	24	9
Drainage	51	15
Recreational, leisure and community facilities	418	417
Parks and open space	6	-
Commercial centres	189	-
Total non-recurrent capital grants	23,664	8,539
Total capital grants	23,664	8,539
(c) Unspent grants received on condition that they be spent in a specific manner	2021	2020
	\$'000	\$'000
<i>Operating</i>		
Balance at start of year	11,231	1,640
Received during the financial year and remained unspent at balance date	1,507	11,039
Received in prior years and remained unspent at balance date	140	192
Received in prior years and spent during the financial year	(165)	(1,442)
Balance at year end	12,713	11,231

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

(c) Unspent grants received on condition that they be spent in a specific manner (cont'd)

	2021	2020
	\$'000	\$'000
Capital		
Balance at start of year	30,203	2,613
Received during the financial year and remained unspent at balance date	5,254	28,368
Received in prior years and remained unspent at balance date	8,000	1,835
Received in prior years and spent during the financial year	(20,228)	(778)
Balance at year end	23,229	30,203

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

3.5 Contributions

	2021	2020
	\$'000	\$'000
Monetary	10,205	5,142
Non-monetary	25	378
Total contributions	10,230	5,520

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

Land	-	157
Drainage	-	187
Plant machinery and equipment	-	34
Roads	25	-
Total non-monetary contributions	25	378

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

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

	2021	2020
	\$'000	\$'000
Proceeds of sale - monetary	619	854
Proceeds of sale - non-monetary	20,310	-
Written down value of assets disposed	(8,240)	(565)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	12,689	289

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

3.7 Other income

	2021	2020
	\$'000	\$'000
Interest on investments	250	811
Interest other	3	2
Rent	159	310
Total other income	412	1,123

Interest is recognised as it is earned. Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 4 The cost of delivering services

4.1 (a) Employee costs

	2021	2020
	\$'000	\$'000
Wages and salaries	49,446	49,923
Workcover	297	379
Superannuation	4,686	4,648
Fringe benefits tax	495	513
Total employee costs	54,924	55,463

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)

	201	251
	201	251

Employer contributions payable at reporting date.

	-	-
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Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)

	2,353	2,462
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Employer contributions - other funds

	2,132	1,935
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	4,485	4,397
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Employer contributions payable at reporting date.

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

4.2 Materials and services	2021	2020
	\$'000	\$'000
Agency staff	651	829
Apprentices	534	484
Bank charges	325	368
Cleaning	915	926
Communications, postage and advertising	1,181	1,222
Consultants	673	976
Cost of goods sold	630	794
Fire services levy	116	110
Food costs - meals on wheels	516	508
Fuels, oil, registrations and running costs - plant and fleet	904	1,034
Grants to the community	663	438
Insurance	1,014	888
Legal fees	449	611
Library contribution	2,543	2,679
Licence fees	252	191
Maintenance	3,756	3,740
Marketing and promotion	78	355
Materials - depot and golf courses	1,238	1,258
Memberships and subscriptions	184	306
Printing and stationary	218	142
Security	582	378
Training	304	370
Uniforms	97	103
Utilities	3,217	3,553
Other	2,953	3,426
Contract payments - waste	13,099	12,830
Contract payments - operations	4,201	4,457
Contract payments - valuations	25	76
Contract payments - election	461	-
Contractors - other	5,798	6,326
Total materials and services	47,577	49,378
4.3 Depreciation	2021	2020
	\$'000	\$'000
Property	5,228	4,530
Plant and equipment	2,008	2,090
Infrastructure	15,613	15,372
Total depreciation	22,849	21,992
Refer to note 5.2(c), 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.		
4.4 Amortisation - intangible assets	2021	2020
	\$'000	\$'000
Software	279	243
Total amortisation - intangible assets	279	243
4.5 Amortisation - right of use assets	2021	2020
	\$'000	\$'000
Photocopiers	42	29
IT equipment	590	275
Leisure equipment	171	20
Land	4	-
Total amortisation - right of use assets	807	324
4.6 Bad and doubtful debts	2021	2020
	\$'000	\$'000
Other debtors	17	-
Total bad and doubtful debts	17	-

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4.6 Bad and doubtful debts (cont'd)

Movement in provisions for doubtful debts

Balance at the beginning of the year	26	49
New provisions recognised during the year	17	(19)
Amounts already provided for and written off as uncollectible	(4)	(4)
Amounts provided for but recovered during the year	-	-
Balance at end of year	39	26

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

4.7 Borrowing costs

	2021	2020
	\$'000	\$'000
Interest - borrowings	843	902
Total borrowing costs	843	902

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.8 Finance costs - leases

	2021	2020
	\$'000	\$'000
Interest - lease liabilities	72	35
Total finance costs	72	35

4.9 Other expenses

	2021	2020
	\$'000	\$'000
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	69	76
Auditors' remuneration - internal	71	132
Councillors' allowances	307	317
Operating lease rentals	75	202
Assets written-off / impaired	2,237	2,940
Total other expenses	2,759	3,667

Note 5 Our financial position

5.1 Financial assets

	2021	2020
	\$'000	\$'000
(a) Cash and cash equivalents		
Cash on hand	23	25
Cash at bank	1,308	10,213
Term deposits	26,583	37,018
Total cash and cash equivalents	27,914	47,256
(b) Other financial assets		
Term deposits - current	37,917	20,598
Term deposits - non-current	1,057	1,057
Total other financial assets	38,974	21,655
Total financial assets	66,888	68,911

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

- Trust funds and deposits (Note 5.3)	6,796	5,582
Total restricted funds	6,796	5,582
Total unrestricted cash and cash equivalents	21,118	41,674

Intended allocations

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

- cash held to fund carried forward capital works (inclusive of grant funded works)	11,379	2,075
- Grants received during the financial year, or previous financial years that remain unspent at balance date (excluding cash held to fund carry forward capital works that are grant funded)	24,563	30,876
Total funds subject to intended allocations	35,942	32,951

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts. Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost.

5.1 Financial assets (cont'd)

(c) Trade and other receivables

	2021 \$'000	2020 \$'000
Current		
<i>Statutory receivables</i>		
Rates debtors	3,811	3,290
Garbage charges - debtors	767	645
Infringement debtors	170	165
Provision for doubtful debts - infringements	(4)	(9)
<i>Non statutory receivables</i>		
Loans and advances to community organisations	35	33
Interest accrued - other investments	41	73
Other debtors	8,804	17,261
Provision for doubtful debts - other debtors	(35)	(17)
Total current trade and other receivables	13,589	21,441
Non-current		
<i>Statutory receivables</i>		
Rates debtors	41	41
Infringement debtors	1	-
<i>Non statutory receivables</i>		
Loans and advances to community organisations	74	60
Interest accrued - other investments	5	73
Other debtors	450	103
Total non-current trade and other receivables	571	277
Total trade and other receivables	14,160	21,718

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)	5,247	3,020
Past due by up to 30 days	617	13,658
Past due between 31 and 180 days	2,948	65
Past due between 181 and 365 days	67	607
Past due by more than 1 year	529	236
Total trade and other receivables	9,408	17,586

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$177,766 (2020: \$84,820) were impaired. The amount of the provision raised against these debtors was \$17,777 (2020: \$8,482). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	-	-
Past due between 181 and 365 days	2	31
Past due by more than 1 year	176	53
Total individually impaired receivables	178	84

5.2 Non-financial assets

(a) Inventories

	2021 \$'000	2020 \$'000
Inventories held for distribution	145	138
Inventories held for sale	276	266
Total inventories	421	404

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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5.2 Non-financial assets (cont'd)

(b) Other assets

	2021	2020
	\$'000	\$'000
Prepayments	1,312	923
Accrued income	26	1
Total other assets	1,338	924

(c) Intangible assets

	2021	2020
	\$'000	\$'000
Software	874	784
Total intangible assets	874	784

Gross carrying amount

	Software	Total
	\$'000	\$'000
Balance at 1 July 2019	1,790	1,790
Additions	245	245
Disposals - fully amortised	(639)	(639)
Balance at 1 July 2020	1,396	1,396
Additions	369	369
Disposals - fully amortised	(152)	(152)
Balance at 30 June 2021	1,613	1,613

Accumulated amortisation and impairment

	Software	Total
	\$'000	\$'000
Balance at 1 July 2019	1,008	1,008
Amortisation expense	243	243
Disposals - fully amortised	(639)	(639)
Balance at 1 July 2020	612	612
Amortisation expense	279	279
Disposals - fully amortised	(152)	(152)
Balance at 30 June 2021	739	739

Net book value at 30 June 2020

Net book value at 30 June 2021

784	784
874	874

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

5.3 Payables

(a) Trade and other payables

	2021	2020
	\$'000	\$'000
Trade payables	13,721	7,704
Accrued expenses	1,315	1,259
Total trade and other payables	15,036	8,963

(b) Trust funds and deposits

	2021	2020
	\$'000	\$'000
Current		
Refundable deposits	3,921	3,323
Fire services levy	525	405
Retention amounts	698	642
Other refundable deposits	1,164	551
Special rate assessment	158	655
Total current trust funds and deposits	6,466	5,576
Non-current		
Other refundable deposits	6	6
Special rate assessment	324	-
Total non-current trust funds and deposits	330	6
Total trust funds and deposits	6,796	5,582

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

5.3 Payables (cont'd)

(b) Trust funds and deposits

Purpose and nature of items

Refundable / Other Refundable Deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

(c) Unearned income	2021	2020
	\$'000	\$'000
Current		
Grants received in advance - operating	12,573	11,066
Grants received in advance - capital	18,390	19,810
Total current unearned income	30,963	30,876
Non-current		
Grants received in advance - capital	1,952	10,780
Total current unearned income	1,952	10,780
Total unearned income	32,915	41,656

Non-current unearned income amounts represent grant funding received by Council in relation to large, multi-year capital construction agreements. The non-current portion has been identified via planned expenditure and progress towards the projects as per Council's 10 year capital works program and adopted budget.

5.4 Interest-bearing liabilities

	2021	2020
	\$'000	\$'000
Current		
Borrowings - secured	1,541	2,618
Total current interest-bearing liabilities	1,541	2,618
Non-current		
Borrowings - secured	14,277	15,817
Total non-current interest-bearing liabilities	14,277	15,817
Total interest-bearing liabilities	15,818	18,435

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	1,541	2,618
Later than one year and not later than five years	6,967	6,637
Later than five years	7,310	9,180
	15,818	18,435

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
2021	\$ '000
Balance at beginning of the financial year	15,292
Additional provisions	4,571
Amounts used	(3,878)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(89)
Balance at the end of the financial year	15,896

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5.5 Provisions (cont'd)

2020

Balance at beginning of the financial year	13,849
Additional provisions	5,205
Amounts used	(3,912)
Change in the discounted amount arising because of time and	150
Balance at the end of the financial year	<u>15,292</u>

(a) Employee provisions

Current provisions expected to be wholly settled within 12 months

	2021	2020
	\$'000	\$'000
Annual leave	3,357	3,168
Long service leave	1,101	1,089
Service gratuities	5	5
	<u>4,463</u>	<u>4,262</u>

Current provisions expected to be wholly settled after 12 months

Annual leave	1,467	1,148
Long service leave	8,402	7,942
Service gratuities	57	77
	<u>9,926</u>	<u>9,167</u>

Total current employee provisions

	<u>14,389</u>	<u>13,429</u>
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Non-current

Long service leave

1,507	1,863
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Total non-current employee provisions

<u>1,507</u>	<u>1,863</u>
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Aggregate carrying amount of employee provisions:

Current

14,389	13,429
--------	--------

Non-current

1,507	1,863
-------	-------

Total aggregate carrying amount of employee provisions

<u>15,896</u>	<u>15,292</u>
---------------	---------------

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:

	2021	2020
- weighted average discount rate	0.88%	0.57%
- inflation rate	2.95%	4.25%

5.6 Financing arrangements

The Council has the following funding arrangements in place:

	2021	2020
	\$'000	\$'000
Bank overdraft	1,300	1,300
Corporate purchasing cards	300	300
Total facilities	<u>1,600</u>	<u>1,600</u>
Used facilities	16	111
Unused facilities	<u>1,584</u>	<u>1,489</u>

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2021					
Operating					
Recycling	1,311	334	-	-	1,645
Waste management	12,457	3,177	-	-	15,634
Cleaning contracts for council buildings	1,085	310	141	-	1,536
Other	1,086	543	449	-	2,078
Total	15,939	4,364	590	-	20,893
Capital					
Buildings	19,989	281	227	-	20,497
Roads	3,067	-	-	-	3,067
Parks and reserves	1,138	592	1,559	-	3,289
Total	24,194	873	1,786	-	26,853
2020					
Operating					
Recycling	1,290	329	-	-	1,619
Waste management	10,308	2,628	-	-	12,936
Other	2,783	1,553	1,393	-	5,729
Cleaning contracts for council buildings	959	626	634	-	2,219
Total	15,340	5,136	2,027	-	22,503
Capital					
Buildings	2,329	-	-	-	2,329
Roads	1,439	-	-	-	1,439
Parks and reserves	122	-	-	-	122
Total	3,890	-	-	-	3,890

5.8 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

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5.8 Leases (cont'd)

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

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

Right-of-use assets	Photocopiers	IT equipment	Leisure equipment	Land	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2019	18	-	25	-	43
Additions	121	1,411	36	-	1,568
Amortisation charge	(29)	(275)	(20)	-	(324)
Balance at 1 July 2020	110	1,136	41	-	1,287
Additions	67	755	836	11	1,669
Amortisation charge	(42)	(590)	(171)	(4)	(807)
Balance at 30 June 2021	135	1,301	706	7	2,149

Lease liabilities	2021	2020
	\$'000	\$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	989	555
One to five years	1,298	815
More than five years	-	-
Total undiscounted lease liabilities as at 30 June:	2,287	1,370

Lease liabilities included in the Balance Sheet at 30 June:

Current	934	513
Non-current	1,252	789
Total lease liabilities	2,186	1,302

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:	2021	2020
	\$'000	\$'000
Short-term leases	75	114
Total	75	114

Non-cancellable lease commitments - short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable within:

One year	3	18
Total lease commitments	3	18

Note 6 Assets we manage
6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Adjustments		Additions	Contributions	Revaluation	Depreciation	Write off	Disposals	Transfers	At fair value 30 June 2021
	At fair value 30 June 2020	for prior periods								
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,117,176	-	43,437	-	73,858	(5,228)	(5)	(1,350)	10,603	1,238,491
Plant and equipment	9,554	248	1,437	-	-	(2,008)	(70)	(90)	358	9,429
Infrastructure	640,743	2,254	4,835	25	18,078	(15,613)	(2,027)	-	3,897	652,192
Work in progress	20,985	-	31,354	-	-	-	(121)	-	(14,858)	37,360
	1,788,458	2,502	81,063	25	91,936	(22,849)	(2,223)	(1,440)	-	1,937,472

Summary of work in progress

	Opening WIP		Additions	Write Off	Transfers	Closing WIP
	\$'000	\$'000				\$'000
Property	13,040	20,739	-	-	(10,614)	23,165
Plant and equipment	543	29	(121)	(422)	29	29
Infrastructure	7,402	10,586	-	(3,822)	14,166	14,166
Total	20,985	31,354	(121)	(14,858)	37,360	37,360

1 July 2020
\$'000

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 opening asset balances for Property, Infrastructure, Plant and Equipment and Accumulated Surplus at 1 July 2020.

Works of Art	248
Roads	919
Footpaths and cycleways	109
Drainage	1,226
	2,502

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6.1 Property, infrastructure, plant and equipment (cont'd)
(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 2020	232,560	682,191	914,751	312,880	312,880	13,040	1,240,671
Accumulated depreciation at 1 July 2020	-	-	-	(110,455)	(110,455)	-	(110,455)
	232,560	682,191	914,751	202,425	202,425	13,040	1,130,216
Movements in fair value							
Additions	-	8,310	8,310	35,127	35,127	20,739	64,176
Write off	-	-	-	(9)	(9)	-	(9)
Revaluation	(37)	81,701	81,664	-	-	-	81,664
Transfers	-	-	-	10,603	10,603	(10,614)	(11)
Disposals	-	(1,350)	(1,350)	-	-	-	(1,350)
	(37)	88,661	88,624	45,721	45,721	10,125	144,470
Movements in accumulated depreciation							
Adjustment for prior period	-	-	-	-	-	-	-
Depreciation and amortisation	-	-	-	(5,228)	(5,228)	-	(5,228)
Revaluation	-	-	-	(7,806)	(7,806)	-	(7,806)
Write off	-	-	-	4	4	-	4
Transfers	-	-	-	-	-	-	-
	-	-	-	(13,030)	(13,030)	-	(13,030)
At fair value 30 June 2021	232,523	770,852	1,003,375	358,601	358,601	23,165	1,385,141
Accumulated depreciation at 30 June 2021	-	-	-	(123,485)	(123,485)	-	(123,485)
	232,523	770,852	1,003,375	235,116	235,116	23,165	1,261,656

6.1 Property, infrastructure, plant and equipment (cont'd)
(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Work In Progress	Total Plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	12,177	6,117	1,209	543	20,046
Accumulated depreciation at 1 July 2020	(5,844)	(3,051)	(1,054)	-	(9,949)
	6,333	3,066	155	543	10,097
Movements in fair value					
Adjustment for prior period	-	248	-	-	248
Additions	1,046	341	50	29	1,466
Contributions	-	-	-	-	-
Write off	(236)	(290)	(24)	(121)	(671)
Transfers	203	155	-	(422)	(64)
Disposals	(711)	-	-	-	(711)
	302	454	26	(514)	268
Movements in accumulated depreciation					
Adjustment for prior period	-	-	-	-	-
Depreciation and amortisation	(1,528)	(413)	(67)	-	(2,008)
Write off	200	256	24	-	480
Disposals	621	-	-	-	621
	(707)	(157)	(43)	-	(907)
At fair value 30 June 2021	12,479	6,571	1,235	29	20,314
Accumulated depreciation at 30 June 2021	(6,551)	(3,208)	(1,097)	-	(10,856)
	5,928	3,363	138	29	9,458

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6.1 Property, infrastructure, plant and equipment (cont'd)
(c) Infrastructure

	Roads	Footpaths and cycleways	Drainage	Parks open spaces and streetscapes	Off street car parks	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	455,136	110,750	432,940	73,532	23,221	7,402	1,102,981
Accumulated depreciation at 1 July 2020	(169,690)	(81,429)	(165,107)	(34,686)	(3,922)	-	(454,836)
	285,446	29,321	267,833	38,844	19,299	7,402	648,145
Movements in fair value							
Adjustment for prior period	952	109	1,226	-	-	-	2,287
Additions	1,123	867	959	1,603	283	10,586	15,421
Revaluation	3,673	908	24,606	-	198	-	29,385
Contributions	25	-	-	-	-	-	25
Write-off	(147)	-	(297)	(3,040)	-	-	(3,484)
Transfers	1,848	437	457	1,022	133	(3,822)	75
	7,474	2,321	26,951	(415)	614	6,764	43,709
Movements in accumulated depreciation							
Adjustment for prior period	(33)	-	-	-	-	-	(33)
Depreciation and amortisation	(7,069)	(1,451)	(3,953)	(2,738)	(402)	-	(15,613)
Revaluation	(1,346)	(562)	(9,374)	-	(25)	-	(11,307)
Write-off	34	-	113	1,310	-	-	1,457
Transfers	-	-	-	-	-	-	-
	(8,414)	(2,013)	(13,214)	(1,428)	(427)	-	(25,496)
At fair value 30 June 2021	462,610	113,071	459,891	73,117	23,835	14,166	1,146,690
Accumulated depreciation at 30 June 2021	(178,104)	(83,442)	(178,321)	(36,116)	(4,349)	-	(480,332)
	284,506	29,629	281,570	37,001	19,486	14,166	666,358

Note 6 Assets we manage (cont'd)*Acquisition*

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods	Depreciation period Years	Threshold limit \$'000
Property		
land	-	-
Buildings		
buildings	25 - 150	10
Plant and equipment		
plant, machinery and equipment	2 - 10	3
fixtures, fittings and furniture	2 - 15	0.7
works of art	-	-
computers and telecommunications	2 - 10	0.7
Infrastructure		
road pavements and seals	36 - 65	20
road substructure	36	20
road formation and earthworks	150 - 200	20
road kerb, channel and minor culverts	65	5
road appurtenance	10 - 65	5
footpaths and cycleways	50 - 80	5
drainage	110	5
Parks, reserves and recreational		
sub-surface drainage	10	5
irrigation	10	5
lake improvement works	60 - 80	5
sporting grounds surfaces	20 - 50	5
playground equipment	15 - 20	5
public seating	15 - 20	5
Intangible assets		
intangible assets	5	2

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

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Note 6 Assets we manage (cont'd)

Valuation of land and buildings

The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or un-serviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

An indexed based revaluation was conducted on land in the current year by a qualified independent valuer (Alvin Lee - Certified Practising Valuer No. 62944), and a full revaluation will be conducted in 2021/22.

Full revaluations for financial reporting purposes are conducted bi-annually by Council, with the most recent previous revaluation undertaken in May 2020 by a qualified independent valuer (James Graps AAPI - Certified Practising Valuer No. 101826).

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	-	12,723	758,129	Jun-21
Specialised land	-	-	232,523	Jun-21
Buildings	-	1,929	233,187	Jun-21
Total	-	14,652	1,223,839	

Valuation of infrastructure

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 Rawlinsons Australian Construction Handbook 2021 - Edition 39. 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 2021 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	284,506	Jun-21
Footpaths and cycleways	-	-	29,629	Jun-21
Drainage	-	-	281,570	Jun-21
Parks open spaces and streetscapes	-	-	37,001	Jun-21
Off street car parks	-	-	19,486	Jun-21
Total	-	-	652,192	

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 \$543.94 per square metre.

Non specialised land is valued using a market based mass modelling technique. Significant unobservable inputs include the extent and impact of restriction of use. The extent and impact of restrictions on use varies, and the market value of land varies significantly depending on the location of the land and the current market conditions.

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.

	2021 \$'000	2020 \$'000
Reconciliation of specialised land		
Land under roads	232,523	232,560
Total specialised land	232,523	232,560

6.2 Investments in associates, joint arrangements and subsidiaries

2021
\$'000

2020
\$'000

(a) Investments in associates

Investments in associates accounted for by the equity method are:

- Eastern Regional Library Corporation	3,471	3,305
- Narre Warren User Group	261	273
Total	3,732	3,578

Eastern Regional Library Corporation

Background

Council's equity share in the Eastern Regional Library Corporation as at 30 June 2021, 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	3,305	3,150
Reported surplus / (deficit) for year	166	155
Council's share of accumulated surplus / (deficit) at end of year	3,471	3,305

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	273	297
Reported surplus / (deficit) for year	(12)	(24)
Council's share of accumulated surplus / (deficit) at end of year	261	273

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.

6.3 Non-current assets classified as held for sale

2021
\$'000

2020
\$'000

Land and buildings - carrying amount	-	6,799
	-	6,799

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

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Note 7 People and relationships

7.1 Council and key management remuneration

2021 No.	2020 No.
-------------	-------------

(a) Related Parties

Parent entity

Maroondah City Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in Note 6.2.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

T. Damante

T. Dib

M. Graham (including as Deputy Mayor July 2020 - September 2020)

N. Lamont (including as Deputy Mayor November 2020 to current)

P. Macdonald

S. Mazzuchelli (from July 2020 - September 2020)

K. Spears (including as Mayor November 2020 to current)

R. Steane

S. Stojanovic (from November 2020 to current)

M. Symon (including as Mayor July 2020 - September 2020)

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

2021 \$'000	2020 \$'000
----------------	----------------

Total remuneration of key management personnel was as follows:

Short-term benefits

1,589	1,562
-------	-------

Long-term benefits

26	(26)
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Post employment benefits

154	150
-----	-----

Total Remuneration of Key Management Personnel

1,769	1,686
-------	-------

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

\$1,000 - \$9,999

2021 No.	2020 No.
-------------	-------------

\$10,000 - \$19,999

1	-
---	---

\$20,000 - \$29,999

1	-
---	---

\$40,000 - \$49,999

6	7
---	---

\$50,000 - \$59,999

1	-
---	---

\$60,000 - \$69,999

-	1
---	---

\$230,000 - \$239,999

1	1
---	---

\$240,000 - \$249,999

-	1
---	---

\$260,000 - \$269,999

2	1
---	---

\$270,000 - \$279,999

-	2
---	---

\$390,000 - \$399,999

2	-
---	---

\$400,000 - \$409,999

-	1
---	---

1	-
---	---

15	14
----	----

7.1 Council and key management remuneration (cont'd)**(d) Senior Officer Remuneration**

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

a) has management responsibilities and reports directly to the Chief Executive; or

b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

Income Range:	2021 No.	2020 No.
\$151,000 - \$169,999	3	3
\$170,000 - \$179,999	9	10
\$180,000 - \$189,999	2	4
\$190,000 - \$199,999	3	-
	17	17
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	3,014	2,974

7.2 Related party disclosure**(a) Transactions with related parties**

During the period Council entered into the following transactions with related parties.

There were 12 transactions that occurred during the current period with one related party for mowing services. The total of these transactions was \$53,678, and were made on standard terms through an open tender process. There were 4 transactions that occurred during the current period with one related party, as contributions to the Eastern Regional Libraries. The total of these transactions was \$2,532,706.

2021
\$'000

2,586

2,716

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties.

There were no outstanding balances with related parties for the period ending 30 June 2021.

-

9

(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 2020/21 year.

(d) Commitments to / from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

Commitments to related parties noted for the 2020/21 year.

2,771

These commitments are related to contributions to the Eastern Regional Libraries.

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Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

(a) Contingent liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 9.3. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Insurance claims

Council regularly receives claims and demands arising from incidents which occur on land belonging to Council or that arise from the actions or omissions of Council and or its officers. Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. Council carries \$600m of public liability insurance and \$600m of professional indemnity insurance, both with a policy excess of \$50,000 each. The maximum liability of Council in any single claim is the extent of its excess. There are no above excess claims of which Council is aware which would either fall outside the terms of Council's insurance policies or that have not been reported to the LMI scheme.

Legal matters

The Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As the matters are yet to be finalised, and the financial outcomes are unable to be estimated, no allowance for these contingencies have been made in the financial report.

Liability Mutual insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

Other contingent liabilities

Approximately \$1,641,315 (\$1,715,275 in 2020) is held by Whitehorse City Council in a Landfill Site Aftercare Reserve in relation to the Narre Warren Landfill Site to deal with any environmental problems that could arise in relation to the completed landfill site. Based on experience during operation no problems are expected but the Reserve will continue to be held for approximately the next 20 years until the site is safe. Council's exposure is 15.94% per cent of any works that are required to be completed.

(b) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

Maroondah City Council acts as guarantor against the borrowings for Ringwood Diving Inc. The liability is limited to \$25,000.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and Interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council has assessed the impact of these new standards, and as at 30 June 2021, there are no new or pending accounting standards and interpretations issued by the Australian Accounting Standards Board (AASB) applicable for the year ending 30 June 2022 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

8.3 Financial instruments (cont'd)**(b) Market risk (cont'd)****Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 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.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset. To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(b), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +1% and -1% in market interest rates (AUD) from year-end rates of 0.10%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

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8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. *AASB 13 Fair value measurement*, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Note 9 Other matters

9.1 Reserves

	Balance at beginning of reporting period \$'000	Adjustments for prior periods \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves				
2021				
Property				
Land	499,956	-	81,664	581,620
Buildings	65,739	-	(7,806)	57,933
	565,695	-	73,858	639,553
Infrastructure				
Roads	249,992	-	2,327	252,319
Footpaths and cycleways	27,699	-	346	28,045
Drainage	153,415	-	15,232	168,647
Off street car parks	447	-	173	620
	431,553	-	18,078	449,631
Total asset revaluation reserves	997,247	-	91,936	1,089,183
2020				
Property				
Land	549,322	-	(49,366)	499,956
Buildings	63,449	-	2,290	65,739
	612,771	-	(47,076)	565,695
Infrastructure				
Roads	243,352	-	6,640	249,992
Footpaths and cycleways	26,953	-	746	27,699
Drainage	146,459	-	6,956	153,415
Off street car parks	-	-	447	447
	416,764	-	14,789	431,553
Total asset revaluation reserves	1,029,535	-	(32,288)	9,972,477

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

	Balance at beginning of reporting period \$'000	Adjustments for prior periods \$'000	Transfer from accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2021				
General	11,000	-	1,000	12,000
Total Other reserves	11,000	-	1,000	12,000
2020				
General	11,000	-	-	11,000
Total Other reserves	11,000	-	-	11,000

The general reserve is used to record funds set aside for future possible contingencies e.g. unfunded superannuation call, unplanned capital expenditure.

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9.2 Reconciliation of cash flows from operating activities to surplus / (deficit)	2021 \$'000	2020 \$'000
Surplus / (deficit) for the year	42,316	10,335
Depreciation and amortisation	23,935	22,559
(Profit) / loss on disposal of property, infrastructure, plant and equipment	(12,689)	(289)
Assets written off and adjustments	2,225	2,718
Finance costs	915	937
Contributions - non-monetary assets	(25)	(378)
Other	(1,227)	(205)
<i>Change in assets and liabilities:</i>		
(Increase) / decrease in trade and other receivables	7,558	(9,883)
(Increase) / decrease in prepayments	(414)	(454)
Increase / (decrease) in trade and other payables	2,507	(1,959)
Increase / (decrease) in trust funds and other deposits	1,214	753
(Increase) / decrease in inventories	(17)	(11)
Increase / (decrease) in unearned income	(8,741)	39,027
Increase / (decrease) in provisions	604	1,443
Net cash provided by / (used in) operating activities	58,161	64,593

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, Vision MySuper / Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) 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 *Employee Benefits*.

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.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.6% pa
Salary information 2.5% pa for two years, and 2.75% pa thereafter
Price inflation (CPI) 2.0% pa

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the estimated VBI at 30 June 2021 was 109.7%. The financial assumptions used to calculate its VBI were:

Net investment returns 4.8% pa
Salary information 2.75% pa
Price inflation (CPI) 2.25% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

9.3 Superannuation (cont'd)**Employer contributions***Regular contributions*

On the basis of the results of the 2020 triennial 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 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including 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 2020 triennial 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. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2020 \$'000 Triennial	2019 \$'000 Interim
A VBI surplus	100,000	151,300
A total service liability surplus	200,000	233,400
A discount accrued benefits surplus	217,800	256,700

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 2020.

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 2020.

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 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021. Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

Performance Statement

For the Year Ended 30 June 2021

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 119,401 residents¹ and 47,021 households with an average of 2.54 people per household.²

The City of Maroondah includes the suburbs of Bayswater North, Croydon, Croydon Hills, Croydon North, Croydon South, Heathmont, Kilsyth South, Ringwood, Ringwood East, Ringwood North and Waranwood. The City also includes small sections of Kilsyth, Park Orchards, Vermont and Wonga Park. With little remaining land available for greenfield residential development, future population growth will be mainly stimulated by housing consolidation and medium density development.

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

Disclosure of COVID-19 impacts on the current reporting period

On 11 March 2020, the novel coronavirus (COVID-19) was declared a global pandemic by the World Health Organisation. COVID-19 had a significant impact on the operations of Council in the current reporting period ending 30 June 2021.

The effect on information contained within this performance statement because of the pandemic has been considered in commentary on material variations and is reflected in results across several indicators contained within this report.

This Performance Statement reflects Council performance on indicators included in the Local Government Performance Reporting Framework. Please note that the source for some of the data included in this framework is derived from external sources such as the Local Government Community Satisfaction Survey, the Australian Bureau of Statistics and the Department of Health and Human Services.

¹ Estimated Residential Population, Australian Bureau of Statistics, 2019.

² Maroondah Population Forecasts, Id Consulting, 2019.

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 (as per the transitional provisions of the Local Government Act 2020).



Antonio Rocca CA

Principal Accounting Officer

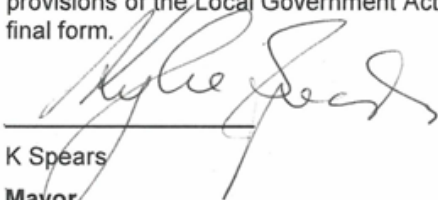
Dated: 16 August 2021

In our opinion, the accompanying performance statement of Maroondah City Council for the year ended 30 June 2021 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 (as per the transitional provisions of the Local Government Act 2020).

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020) to certify this performance statement in its final form.



K Spears

Mayor

Dated: 16 August 2021



M Symon

Councillor

Dated: 16 August 2021



S Kozlowski

Chief Executive Officer

Dated: 16 August 2021



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Maroondah City Council

Opinion	<p>I have audited the accompanying performance statement of Maroondah City Council (the council) which comprises the:</p> <ul style="list-style-type: none">• description of municipality for the year ended 30 June 2021• sustainable capacity indicators for the year ended 30 June 2021• service performance indicators for the year ended 30 June 2021• financial performance indicators for the year ended 30 June 2021• other information and• certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

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
27 August 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Annual Report 2020/21

Sustainable Capacity Indicators

For the Year Ended 30 June 2021

Indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
Population					
Expenses per head of municipal population	\$1,095	\$1,134	\$1,113	\$1,090	No material variation.
<i>[Total expenses / Municipal population]</i>					
Infrastructure per head of municipal population	\$7,066	\$7,457	\$7,369	\$7,823	Although the variance is not significant, when comparing like-for-like municipalities in the prior period, Maroondah has spent anywhere between \$500 to nearly \$3,000 per head more on infrastructure than those comparable municipalities (Know Your Council website).
<i>[Value of infrastructure / Municipal population]</i>					This is reflective of Maroondah's view on placing importance on community infrastructure, as well as this, the large capital program that has been supplemented by grant funding and an opportunity to stimulate the economy during COVID.
Population density per length of road	244	246	248	245	No material variation.
<i>[Municipal population / Kilometres of local roads]</i>					

Indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
Own-source revenue					
Own-source revenue per head of municipal population	\$995	\$1,045	\$1,007	\$1,070	No material variation.
[Own-source revenue / Municipal population]					
Recurrent grants					
Recurrent grants per head of municipal population	\$102	\$95	\$68	\$68	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]					
Workforce turnover					
Percentage of staff turnover	9.0%	13.0%	8.5%	9.4%	There were a number of retirements during the year, as well as resignations, mainly driven by people relocating to other states. However, the 2020/21 turnover of 9.40% is lower than the average of the previous three periods of 10.16%.
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100					

Annual Report 2020/21

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and

- (c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

For the Year Ended 30 June 2021

Service / Indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
Aquatic facilities					
Utilisation					
Utilisation of aquatic facilities	8.75	10.11	7.57	3.34	The annual utilisation of aquatic facilities decreased further during the 2020/21 period as a direct result of the COVID pandemic. The facilities were closed 151 days during the 2020/21 year, compared to 63 days of closure during the 2019/20 year. Additionally, when the facilities were re-opened, there were capacity limits in place.
[Number of visits to aquatic facilities / Municipal population]					
Animal management					
Health and safety					
The percentage of successful animal management prosecutions	-	-	100.00%	0.00%	The number of successful prosecutions remains low due to delays in processing infringements and not as a result of unsuccessful prosecutions. Animal prosecutions cannot be controlled by Council and will arise as matters progress through the lifecycle of an infringement, or as matters such as dog attacks are reported and are taken to court. The Chief Magistrate has also set a 20-week lag time for matters to be lodged at court which means Council are working through a backlog of matters.
[Number of successful animal management prosecutions / Total number of animal management prosecutions] x 100					
Food safety					
Health and safety					
Critical and major non-compliance outcome notifications	100.0%	99.06%	100.00%	100.00%	Data shown is for the 2020 calendar year to align with reporting to the Department of Health (DoH). The percentage of critical and major non-compliance notifications followed up is tracking in accordance with previous financial years.
[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					

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Service / indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
Governance					
Satisfaction					
Satisfaction with council decisions	59	62	59	60	No material variation.
<i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>					
Libraries					
Participation					
Active library borrowers in municipality	16.18%	16.26%	15.88%	13.83%	The number of active library borrowers within the municipality can be expected to vary over time. Borrowing can include print and audio-visual materials, which were restricted during the COVID pandemic, and digital materials which were popular during restrictions due to ease of online access. Social distancing requirements (capped building occupancy), library closures and other movement restrictions had a major impact on reduced borrowing of physical items.
<i>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</i>					
Maternal and child health					
Participation					
Participation in the MCH service	73.88%	78.11%	76.18%	76.19%	This measure captures participation of children in key age and stage appointments which can vary due to timing of appointments during the financial year. Full year participation rates remain consistent with the Victorian state average.
<i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>					

Service / indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
Participation					
Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	69.90%	72.63%	76.24%	78.31%	Participation rates for aboriginal children vary over time due to Aboriginal families moving in and out of Maroondah, accessing services beyond municipal boundaries and children entering home care. MCH outreach services including Enhanced Home Visiting, Supported Playgroups, new Eastland Centre and drop in service, have seen participation rates steadily rising.
Roads					
Satisfaction					
Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	68	70	64	67	This satisfaction rating can vary year on year due to variety of reasons including but not limited to: the term 'local road' not being defined; some respondents may take into account the condition of VicRoads' arterial roads when responding; the term 'condition' not being defined; and some respondents taking into account traffic congestion and safety when responding. The associated additional works undertaken during the year could correlate to an improved satisfaction result.
Statutory Planning					
Decision making					
Council planning decisions upheld at VCAT <i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	90.41%	90.24%	92.59%	81.82%	The measure showed a lower percentage of decisions upheld at VCAT compared to the previous financial year, which may reflect the smaller number of decisions being considered by the Tribunal and lengthy VCAT timeframes because of the coronavirus COVID pandemic. Increased wait times are seeing a greater number of applicants negotiating outcomes with Council in the lead up to the VCAT hearing, which in turn increases the number of consent orders granted.

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Service / Indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
Waste Collection					
Waste diversion					
Kerbside collection waste diverted from landfill	54.14%	53.66%	56.83%	56.71%	No material variation.
<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>					
Definitions	<p>"Aboriginal child" means a child who is an Aboriginal person</p> <p>"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006</p> <p>"active library member" means a member of a library who has borrowed a book from the library</p> <p>"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act</p> <p>"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English</p> <p>"class 1 food premises" means food premises, within the meaning of the <i>Food Act 1984</i>, that have been declared as class 1 food premises under section 19C of that Act</p> <p>"class 2 food premises" means food premises, within the meaning of the <i>Food Act 1984</i>, that have been declared as class 2 food premises under section 19C of that Act</p> <p>"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth</p> <p>"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i>, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health</p> <p>"food premises" has the same meaning as in the <i>Food Act 1984</i></p>				

"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*.

Annual Report 2020/21

Financial Performance Indicators

For the Year Ended 30 June 2021

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Efficiency									
Revenue level									
Average rate per property assessment	-	-	\$1,520	\$1,565	\$1,602	\$1,628	\$1,664	\$1,694	Increase is in the acceptable and expected parameters, as are the forward-looking forecasts across the next four years.
[Total rate revenue (general rates and municipal charges) / Number of property assessments]									
Expenditure level									
Expenses per property assessment	\$2,562	\$2,654	\$2,583	\$2,551	\$2,781	\$2,830	\$2,899	\$2,941	Movement has been consistent across the past four years with the current year actuals within \$40 of the past three-year average. The increment in the expenses per property assessment mainly relates to increased materials and services expenditure in 21/22, however, this also has other corresponding income recognised during the year that is
[Total expenses / Number of property assessments]									

Dimension / indicator / measure	Results					Forecasts					Material Variations
	2018	2019	2020	2021		2022	2023	2024	2025		
											not reflected in this measure. This is similarly applicable to the future periods.
Liquidity											
Working capital											
Current assets compared to current liabilities	204.09%	199.11%	157.20%	117.09%		123.39%	157.90%	145.42%	146.71%		Changes/fluctuations in the 2019/20 and 2020/21 liquidity ratio are a result of newly adopted accounting standards, which have increased the value of Council's short-term liabilities. As well as this, Council's cash balance has been significantly impacted due to the COVID Pandemic, with 2020/21 alone, resulting in reduction in user fees of over \$6m. The indicator then looks to stabilise in future years.
<i>[Current assets / Current liabilities] x100</i>											

Annual Report 2020/21

Dimension / indicator / measure	Results					Forecasts			Material Variations
	2018	2019	2020	2021		2022	2023	2024	2025
Unrestricted cash									
Unrestricted cash compared to current liabilities	2.45%	9.69%	14.08%	30.46%		35.31%	46.77%	42.05%	42.45%
<i>[Unrestricted cash / Current liabilities] x100</i>									
									Unrestricted cash is as per the accounts 2020/21. At 30 June 2021, Council had \$38m in term deposits due to mature within 90 days. These deposits are not reflected in this measure as they are included in Other Financial Assets, being term deposits held with an original maturity term greater than 90 days.
Obligations									
Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation	-	-	131.48%	118.98%		114.33%	85.79%	112.85%	111.58%
<i>[Asset renewal and asset upgrade expenses / Asset depreciation] x100</i>									
									This was a new indicator in 2019/20, which includes renewal and upgrade expenditure. The drop during the 2020/21 period was expected, given the level of dollars directed towards new infrastructure, which were mostly grant funded. However, the ratio is still within the range that is considered low risk and one Council considers to be meeting targeted ranges. The

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Loans and borrowings									future forecasts are based on the 10 year capital works program, with a dip below expected ranges in 2022/23 that will be consistently reviewed, given cumulative COVID pandemic impacts.
Loans and borrowings compared to rates <i>[Interest bearing loans and borrowings / Rate revenue] x100</i>	23.60%	20.77%	19.90%	16.50%	24.57%	21.10%	17.69%	14.61%	This indicator measures total interest-bearing liabilities compared to rate revenue. Due to impact of the COVID pandemic, Council deferred one of the bi-annual loan repayments. With that, Council then made three (one additional) loan repayments during 2020/21 period. In 2021/22, this figure is expected to increase given Council's Budget 2021/22 has proposed new borrowings included in its forecasts. This percentage is then expected to decline year-on-year from 2022/23 onwards.

Annual Report 2020/21

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Loans and borrowings									
Loans and borrowings repayments compared to rates	2.71%	2.56%	1.24%	3.61%	3.59%	3.46%	3.32%	3.23%	The indicator increases for the current period, however, it will have a decreasing trend from 2021/22 onwards. Due to impact of the COVID pandemic, Council deferred one of the bi-annual loan repayments in 2019/20. In 2020/21 we have made three (one additional) loan repayments, hence the increase in 2020/21. Next year, this figure is expected to be similar, given Council's Budget 2021/22 has proposed new borrowings included in its forecasts. This percentage is then expected to decline year-on-year from 2022/23 onwards.
<i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>									

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Indebtedness									
Non-current liabilities compared to own source revenue	17.23%	15.41%	24.51%	15.12%	18.23%	15.92%	12.77%	10.74%	The 2019/20 year was the first year of new Accounting Standard implementation, in relation to income earning for both operating and capital grants, has led to higher than otherwise predicted non-current liability amounts. Future forecasts remain quite steady, with a slight increase projected in 2021/22 (additional borrowings projected) and gradually decline, as Council repays borrowings over time.
<i>[Non-current liabilities / Own source revenue] x100</i>									

Annual Report 2020/21

Dimension / indicator / measure	Results				Forecasts				Material Variations	
	2018	2019	2020	2021	2022	2023	2024	2025		
Operating position										
Adjusted underlying result										
Adjusted underlying surplus (or deficit)	5.35%	6.58%	1.06%	12.52%	2.64%	3.53%	4.90%	4.76%	The impact of the COVID Pandemic on Council has been significant. Council has experienced a material decrease in user fees income (over \$6m compared to budget) and partial decrease in the associated costs. However, achieving a higher underlying surplus been the result of one-off gains from the sale of Warrandyte Rd and other land swap transactions (non-cash transactions). Future forecasts would indicate levels that are more normalised over time, with not as many one-off events currently anticipated when compared to those events that impacted the 2020/21 outcome.	
<i>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100</i>										

Dimension / indicator / measure	Results				Forecasts					Material Variations	
	2018	2019	2020	2021	2022	2023	2024	2025			
Stability											
Rates concentration											
Rates compared to adjusted underlying revenue	62.97%	63.09%	69.42%	64.45%	68.02%	68.10%	67.61%	68.00%	The impact of the COVID pandemic has resulted in reduced user fees income, hence resulting in a concentration in rates, however, slightly masked by grants and net gain on sales income. In future years, it is anticipated that this percentage will increase slightly as Council recovers from COVID impacts and has less net gains on disposals than what was achieved during 2020/21.		
[Rate revenue / Adjusted underlying revenue] x100											
Rates effort											
Rates compared to property values	0.26%	0.23%	0.26%	0.25%	0.26%	0.26%	0.27%	0.27%	No material variation.		
[Rate revenue / Capital improved value of rateable properties in the municipality] x100											

Annual Report 2020/21

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Other Information

For the Year Ended 30 June 2021

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 the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).









The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020) requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is 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 28 June 2021 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.

Annual Report 2020/21

Our integrated service delivery

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

								
Council service	A safe, healthy and active community	A prosperous and learning community	A vibrant and culturally rich community	A clean, green and sustainable community	An accessible and connected community	An attractive, thriving and well built community	An inclusive and diverse community	A well governed and empowered community
Aged and Disability Services	•	•			•		•	•
Arts and Cultural Development		•	•			•	•	•
Asset Management	•			•	•	•	•	•
Building Services	•			•	•	•		
Built Environment	•			•	•	•		
Bushland and Waterways	•			•		•		
Business and Activity Centre Development	•	•	•			•		
Communications and Engagement	•	•	•		•		•	•
Community Health	•			•				
Council and Community Planning	•	•			•		•	•
COVID-19 Recovery	•	•	•	•	•	•	•	•
Customer Service								•
Emergency Management								•
Engineering Services	•			•	•	•		
Financial Services								•
Governance and Procurement								•
Information Technology		•						•
Karralyka, Maroondah Federation Estate and Community Halls			•				•	

								
Council service	A safe, healthy and active community	A prosperous and learning community	A vibrant and culturally rich community	A clean, green and sustainable community	An accessible and connected community	An attractive, thriving and well built community	An inclusive and diverse community	A well governed and empowered community
Libraries		•	•					
Local Laws	•				•		•	•
Management Accounting and Payroll								•
Maroondah Golf and Sportsfields	•			•			•	
Maroondah Leisure	•						•	
Maternal and Child Health	•	•					•	•
Park Maintenance	•			•	•	•		
Projects and Facilities	•			•	•	•	•	•
Realm Operations								•
Revenue and Property						•	•	•
Risk, Information and Integrity								•
Sport and Recreation	•			•	•		•	
Statutory Planning	•			•		•		•
Strategic Planning and Sustainability				•	•	•		•
The Rings and Maroondah Nets	•						•	
Tree Maintenance	•			•		•		
Waste Management				•		•		
Workplace People and Culture	•	•					•	•
Youth and Children's Services	•	•	•				•	•

Glossary

Access Key: Customised accessibility guides that provide convenient and accurate information about venues or events including but not limited to venue layout, parking, access in and around including ease of movement, customer service/ticketing, toilets including environmental specifications, accessible offerings, procedural and sequential information on accessing services and sensory elements.

Activity centre: Areas that provide a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use from smaller neighbourhood centres to major suburban centres and larger metropolitan centres.

Advisory Committee: Specialist appointees who form a committee that provides advice and recommendations to Maroondah City Council on matters relating to the delivery of strategies, services and activities.

Advocacy: To provide support to a cause or to make public recommendation on behalf of others.

Annual Report: A report on the activities of Council over the previous financial year. The report includes a report of operations, audited financial statements and an audited performance statement.

Aquahub: Formerly known as Croydon Leisure and Aquatic Centre, Aquahub comprises a fully equipped gym, group fitness studio, cycle room, multipurpose room, multisport indoor stadium, family leisure pool, 25m pool, warm water program pool, spa and sauna.

Aquanation: A state of the art regional and leisure centre in Ringwood that incorporates 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.

Asset: An asset is a facility or part of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.

Asset expansion expenditure: Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.

Asset Plan: Provides information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of assets under the control of Council over a rolling 10-year period.

Asset renewal and maintenance gap: The variance between what Councils need to spend on their existing infrastructure to maintain or renew it to its original service potential or useful life, and what Councils actually spend on renewal and maintenance.

Asset renewal expenditure: Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

Asset upgrade expenditure: Expenditure that either enhances an existing asset to provide a higher level of service or increases the life of the asset beyond its original life.

Auditor-General: An independent parliamentary officer appointed by legislation to examine and report to State Parliament and the community on the management of public sector resources and provide assurance on the financial integrity of Victoria's system of government.

Bayswater Business Precinct: Business precinct within the suburbs of Bayswater, Bayswater North, Croydon South, Boronia, Kilsyth and Kilsyth South which is home to over 5,000 businesses that support more than 30,000 jobs.

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.

Bizhub: Resource for Maroondah business which includes education, skill and business development opportunities, collaborative workspaces and meeting spaces.

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.

Budget: Documents the financial and non-financial resources required by Council to implement the key directions and priority actions identified in the Council Plan.

Biodiversity: Different plants, animals and microorganisms make a variety of life incorporating their genes and the ecosystems.

Canopy cover: The fraction of ground area covered by the vertical projection of tree crown perimeters.

Capital replacement ratio: Compares the rate of spending on infrastructure, property, plant and equipment, and intangibles with its depreciation and amortisation. A ratio less than 1.0 means the spending on capital works has not kept pace with consumption of assets.

Capital Works: Projects undertaken to establish, renew, expand, upgrade and dispose of assets owned by Maroondah City Council in the community.

Capital works expenditure: Expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade.

Carbon Neutral certification: Endorsement that entity that has meet the requirements of the Climate Active Carbon Neutral Standard.

Charter of Human Rights and Responsibilities Act 2006: Legislation created to protect and promote human rights. It sets out freedoms, rights and responsibilities.

Climate Active: An ongoing partnership between the Australian Government and Australian businesses to drive voluntary climate action.

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: The process of Council working with residents, businesses and community groups to address issues that impact their wellbeing. Council adopted principles regarding community engagement are outlined in the *Community Engagement Policy 2021*.

Community Engagement Policy: A formal expression of Council's commitment to engaging with the Maroondah community and understanding the different views, experiences and expertise our community has to offer.

Community indicators of progress: Selected indicators that will be used to identify how successful the initiatives of Council, businesses, community groups and individuals have been in working towards the future outcomes and key directions outlined in the Maroondah 2040 Community Vision.

Community Satisfaction Survey: A Victorian Government survey conducted annually to gauge community satisfaction levels with Council services.

Community Vision: Description of the municipal community's aspirations for the future of the municipality for at least the next 10 financial years. The Maroondah 2040 Community Vision represents the strategic direction of Council as required by section 90 of the *Local Government Act 2020*. Also see Maroondah 2040 Community Vision.

Continuous improvement: The process that ensures ongoing review and improvement practices are built into operational activities.

Core services: External and internal facing services of Council.

Corporate governance: Council's responsibility for the economic and ethical performance of the municipality.

Corporate Management Team: A team comprising of the Chief Executive Officer and four Directors, responsible for overseeing and managing the operations of Council, and strategic and policy issues.

Council: The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community

Council Plan: A four-year plan which provides the medium-term framework for Council operations by outlining: the strategic direction of Council (Community Vision); strategic objectives for achieving the strategic direction (future outcomes); strategies for achieving the objectives for a period of at least the next four financial years (key directions); strategic indicators for monitoring the achievement of objectives (Council Plan indicators); and a description of Council's initiatives and priorities for service, infrastructure and amenity (priority actions).

Glossary

Council Plan indicators: Performance measures that assist Council to monitor progress toward achievement of future outcomes (strategic objectives) and the Community Vision (strategic direction). The Council Plan indicators comprise of both community indicators of progress and service delivery performance measures and represent the strategic indicators for monitoring the achievement of objectives as required by section 90 of the *Local Government Act 2020*.

Councillor: A member of the community elected in accordance with the *Local Government Act 1989* and the new *Local Government Act 2020* to represent the residents of a ward within the municipality, as a member of Council.

COVID-19 pandemic: a global pandemic caused by the transmission of the severe acute respiratory syndrome coronavirus.

COVIDSafe: A system of measures including the use of the COVIDSafe App, wearing masks and social distancing to prevent the spread of coronavirus (COVID-19).

Croydon Community Wellbeing Precinct: An integrated wellbeing and recreational precinct for the community located in Croydon.

Croydon Memorial Pool: A seasonal outdoor heated 50m pool, with toddlers' pool, grandstand and shaded lawn areas.

Croydon Town Square: Was opened in 2019 and provides new vibrant open space in the heart of Croydon, providing improved pedestrian connections between the railway station with Main Street.

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

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

Deliberative engagement: An approach which encourages community members to critically test, weigh up and consider a range of information, perspectives, inputs and evidence to reach a consensus or make recommendations.

Development Contributions Plan: A plan developed by Council that identifies financial contributions required from developers towards the provision of shared community infrastructure to service new developments and communities. Items or infrastructure funded by way of a Development Contributions Plan may include (but are not limited to) the construction or widening of roads, provision of bus stops, public parks and recreation facilities, provision of stormwater drainage and community centres.

Dorset Golf: A secluded 18-hole public golf course located in Trawalla Rd, Croydon offering a fully stocked golf shop and golf lessons.

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: Financial term referring to residual interest in the assets of Council after deductions of its liabilities, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.

Feasibility study: An analysis and evaluation of a proposed project to determine if it is technically feasible, is feasible within the estimated costs, and will be profitable. Studies also often consider the potential impact of the project and discuss options.

Financial Plan: Takes the outcome areas and key directions as specified in the Council Plan and expresses them in financial terms over a rolling 10-year period

Financial resources: Includes income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the Budget.

Future outcomes: Key areas of future opportunity and challenge as identified by the community in the Maroondah 2040 Community Vision. They describe the ideal future for Maroondah in very broad terms. Each Council Plan priority action contributes to one or more future outcomes. The primary relationship is the future outcome area that the priority action makes a major contribution to. Secondary relationships are the future outcome areas that the priority action makes a supporting contribution to. These future outcomes represent the strategic objectives of Council in accordance with section 90 of the *Local Government Act 2020*.



Glossary

Gender Equality Action Plan: Strategies and measures for promoting gender equality in the workplace. Under the *Gender Equality Act 2020*, Council is required to develop a Gender Equality Action Plan every four years.

Governance: How Council operates as a decision-making body, its relationship with the administration and the ways that Council engages with their community.

Greenfield: Undeveloped land identified for residential or industrial/commercial development, generally on the fringe of metropolitan Melbourne.

Herfindahl Index: Measure of industry diversity based on share of jobs by industry in Maroondah relative to that of the Victorian economy.

Home and Community Care: Council service which assists elderly and disabled residents with essential house cleaning and daily living tasks so that they can remain living independently in their own homes.

Indebtedness: Ability to pay the principal and interest on borrowings, as and when they fall due, from the funds generated (own-sourced revenue). The lower the ratio, the less revenue required to repay total debt.

Infrastructure: Constructed assets required for the functioning of the community, such as roads, drains, footpaths, lighting, paths, play equipment, public buildings, signage, streetscapes and waste systems.

Infrastructure renewal/maintenance ratio: Variance between what Council need to spend on their existing infrastructure to maintain or renew it to its original service potential or useful life, and what Council actually spends on renewal and maintenance, expressed as a ratio.

Initiatives: Budget initiatives are actions that are one-off in nature and/or lead to improvements in service. These are a sub-set of the Council Plan priority actions.

Integrated Planning Framework: A hierarchy of strategic documents and processes that ensure all of Council's activities and financial resources are aligned in order to meet the aspirations, needs and expectations of the Maroondah community. This framework includes the key statutory planning and reporting documents that are required to be prepared by Council to ensure accountability to the local community in the performance of functions and exercise of powers under the *Local Government Act 2020*.

Internal financing: Ability to finance capital works using cash generated by operating cash flows. The higher the percentage, the greater the ability to finance capital works from own funds.

International Association for Public Participation: peak body for the community and stakeholder engagement sector.

Karralyka: An architecturally award-winning function venue and theatre located on Mines Road, Ringwood East. The venue offers outstanding facilities and services for live theatre, corporate events, wedding receptions, private celebrations, conventions and exhibitions.

Key directions: Strategies to achieve the Maroondah 2040 Community Vision and future outcomes. These directions guide Council service delivery and inform priority actions for each financial year. These key directions represent the strategies for achieving the objectives (future outcomes) of Council over the 2021-2025 period in accordance with section 90 of the *Local Government Act 2020*.

Liabilities: Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.

Liquidity ratio: Ability to pay existing liabilities in the next 12 months. A ratio greater than 1.0 means there are more cash and liquid assets than short-term liabilities.

Local Laws: The laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Maroondah.

Local Government Act 2020: The new *Local Government Act 2020* (the Act 2020) marks the first comprehensive overhaul of local government in Victoria for over 30 years. 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 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. Most of Council's statutory requirements under this Act remained in place for the full 2019/20 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 and management.

Local Government (Planning and Reporting) Regulations 2020: Supports the operation of the Local Government Performance Reporting Framework for Councils under the *Local Government Act 2020*.

Local Planning Policy Framework: The Framework provides the strategic basis for land use planning as controlled by the Maroondah Planning Scheme. The Framework consists of the Municipal Strategic Statement together with local planning policies.

Major Activity Centre: A place that provides a suburban focal point for services, employment, housing, public transport and social interaction. *Plan Melbourne* identifies 121 existing and future Major Activity Centres across Melbourne (i.e. Croydon).

Major Initiatives: Budget major initiatives are significant activities of Council that will directly contribute to the achievement of the Council Plan during a given financial year and have a major focus in the budget. They are determined on an annual basis and represent a sub-set of the Council Plan priority actions for the financial year.

Maroondah 2040 - Our future together: The long-term community and Council vision for the City of Maroondah. The Vision identifies the future outcome areas and key directions for Maroondah looking ahead to the year 2040. Also see Community Vision.

Maroondah Federation Estate: A community, cultural and arts facility located on the site of the former Ringwood Primary School in Greenwood Avenue, Ringwood. The facility incorporates the Maroondah Art Gallery, a cultural centre, a lifestyle centre, the 'AMazing Space' accessible playspace, landscaped gardens, tree sculptures, Sensory Time Trail, and a courtyard.

Maroondah Nets: An indoor four court, multisports complex that enables training and competition for netball, volleyball, badminton and table tennis with grandstand seating for approximately 300 people. There are also four outdoor netball courts with spectator viewing areas. The stadium has a cafe, male and female toilets, a Changing Places toilet facility, change facilities, officials and first aid rooms, sport association offices, a gym and a multipurpose room.

Medium density housing: housing usually associated with units, townhouses, and semi-detached dwellings.

Metropolitan Activity Centre: A higher-order centre (i.e. Ringwood) intended to provide a diverse range of jobs, activities and housing for regional catchments that are well served by public transport. The centre plays a major service delivery role, including government, health, justice and education services, as well as retail and commercial opportunities. *Plan Melbourne* identifies nine existing and two future Metropolitan Activity Centres across Melbourne.

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

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

Municipal Emergency Management Plan: Addresses the prevention of, response to, and recovery from emergencies within the municipality of Maroondah.

Glossary

Municipal Planning Strategy (MPS): The MPS is part of the Maroondah Planning Scheme. It sets out the vision for future use and development and provides an overview of important planning issues in Maroondah. It includes thematic strategic directions relating to how Maroondah is expected to change through the application of the policy and controls in the planning scheme. Council must take into account and give effect to the MPS when making planning decisions.

Municipal Public Health and Wellbeing Plan: Sets the broad mission, goals and priorities to promote municipal public health and wellbeing; and inform the operational processes of Council and local organisations. In Maroondah, this Plan is incorporated within the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*.

Municipal Strategic Statement (MSS): Outlines the key land use and development objectives and strategies for the municipality. The MSS provides the basis for zones, overlays and particular provisions. Council will review the MSS every three years.

Municipality: A geographical area that is delineated for the purpose of local government.

Neighbourhood centre: Local centres that provide access to local goods, services and employment opportunities and serve the needs of the surrounding community (i.e. Heathmont, Ringwood East).

Net assets: Financial term referring to the difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.

Net result: How much of each dollar collected as revenue translates to net result. A positive result indicates a surplus, and the larger the percentage, the stronger the result.

New asset expenditure: Expenditure that creates a new asset that provides a service that does not currently exist.

Non-financial resources: Resources other than financial resources required to deliver the services and initiatives.

Our mission: A shared understanding of the purpose of the organisation that articulates how Council will work towards the achievement of the Maroondah 2040 Community Vision in conjunction with the community.

Our values: Represent attitudes and beliefs within Council that underpin organisational practices, processes, and behaviours.

Our vision: A statement of the preferred direction for the City of Maroondah that defines the aspirations of the community and serves to guide all Council activities.

Outcome areas: See *future outcomes*.

Overarching governance principles: The expected standards that Councils should adhere to in ensuring accountability defined in section 9 of the *Local Government Act 2020*.

Pavement condition index: A number derived by Council's SMEC pavement management system taking into account a road's use, condition and performance. Condition scores range between zero and ten, with a higher score representing a better condition road.

Performance statement: A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the Annual Report.

Plan: A focused and structured detail of action to be undertaken, involving a series of specific steps, to implement the outcomes and key directions of an overarching strategy.

Plan Melbourne: The metropolitan planning strategy prepared by State government.

Planning Scheme: The planning scheme sets out policies and requirements for the use, development and protection of land located within the City of Maroondah.

Policy: A set of principles intended to influence and provide direction for Council decisions, actions, programs and activities.

Power purchasing agreement: A project to secure renewable energy to power municipal offices, leisure centres, streetlights and community buildings.

Principle Pedestrian Network: A designated network of existing and planned routes in a given area that provides pedestrian facilities which support walking trips into and around key destinations, such as activity centres, schools and transport nodes.



Glossary

Priority actions: Initiatives to be undertaken by Council that will significantly contribute to the achievement of the four-year Council Plan key directions (strategies). These actions include the major initiatives of Council for each financial year as identified within the Budget in accordance with section 94 of the *Local Government Act 2020*.

Productivity Commission: The Australian Government's independent research and advisory body established to consider a range of economic, social and environmental issues that affect the welfare of Australians. Its role is to help governments make better policies in the long term interest of the Australian community.

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.

Renewal gap ratio: Compares the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1.0 indicate that spending on existing assets is faster than the depreciation rate.

Revenue: Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.

Revenue and Rating Plan: Describes how Council will generate income to deliver on the Council Plan, programs and services, and capital works commitments over a 4-year period.

Ringwood Golf: An 18 hole public golf course located at the corner of EastLink and Canterbury Rd offering golf lessons, a fully stocked golf shop and a café.

Ringwood Town Square: Ringwood Town Square was opened in October 2015 and integrates with the Ringwood Station and Realm, Council's library, learning and cultural centre.

Risk Management: A discipline for developing appropriate procedures to minimise or eliminate the risk of adverse effects resulting from future events and activities. Principles for managing risk are set out in the Australian Standards for risk management AS/NZS ISO 31000:2018.

Service Area Managers: Employees with specialist skills to develop, implement, manage and deliver the operational, service and administrative activities of Council required to meet the needs and expectations of the community.

Service Centre: Council's customer service centres handle requests, enquiries and payments from the general community.

Service delivery performance measures: Selected indicators that will be used to identify how successful the initiatives and service of Council have been in meeting community needs and expectations.

Service Delivery Plan: A detailed four-year work plan to guide how a particular Council service area will support the achievement of relevant Maroondah 2040 Community Vision future outcomes and key directions as outlined in the Council Plan.

Socio-economic advantage and disadvantage: People's access to material and social resources, and their ability to participate in society.

Statement of capital works: A statement which shows all capital expenditure of a Council in relation to non-current assets and asset expenditure type.

Statement of human resources: A statement which shows all council staff expenditure and numbers of full-time equivalent council staff.

Statements of non-financial resources: A statement which describes the non-financial resources including human resources, and is made of the Statement of human resources, and summary of planned human resource expenditure (including a summary of the planned number of fulltime equivalent Council staff categorised according to the organisation structure of the Council and full-time/part-time status).

Statutory Authority: Organisations established under an Act of the Victorian Parliament or Australian Parliament for a public purpose.

Statutory incomes: Incomes that are derived from Government payments and allowances.

Statutory timeframes: Timeframe stimulated by legislation in which an activity, service or outcome must be delivered or determined.

Strategic direction: See *Community Vision*.

Strategic indicators: See *Council Plan indicators*.

Strategic objectives: See *future outcomes or outcome areas*.

Strategy: A long term systematic plan of action to achieve defined outcomes in an area of Council activity or responsibility. A series of key directions is set out to meet these outcomes and specific actions are outlined to deliver on these key directions.

Structure Plan: A land-use document that provides direction for planning and development of a defined geographic area or precinct. Structure plans are subject to community consultation and may be incorporated into the Maroondah Planning Scheme.

Subjective wellbeing index: Ratings of personal wellbeing across the domains of: standard of living, health, achievements in life, community connection, personal relationships, safety, and future security; converted into an index score with a range of 0 (completely dissatisfied) to 100 (completely satisfied).

Summary of planned human resources

expenditure: A summary of permanent Council staff expenditure and numbers of full-time equivalent staff categorised according to the organisational structure of Council.

Summary of planned capital works expenditure:

A summary of capital expenditure in relation to non-current assets classified according to the model statement of capital works in the Local Government Financial Report, by asset expenditure type and funding source.

Supporting strategies and plans: A long-term systematic plan of action to achieve defined outcomes in an area of Council activity or responsibility.

Sustainability: The principle of providing for the needs of the present community without compromising the ability of future generations to meet their own needs. The principle seeks to achieve long-term health and well-being across social, economic, environmental and cultural domains.

The Rings: Formerly known as Maroondah Indoor Sports Centre, The Rings is a four court indoor stadium, catering primarily for basketball and netball users.

Values: Represent underlying attitudes and beliefs within Council that are demonstrated through organisational practices, processes, and behaviours.

Victorian Auditor General's Office: A public sector audit organisation providing auditing services to the Victorian Parliament and Victorian public sector agencies and authorities.

Vision: A statement of direction that defines the shared aspirations of Council and the Maroondah community. The Maroondah 2040 Community Vision serves to guide all of Council's service delivery and operations.

Wards: A geographical area which provides a fair and equitable division of a local government area. The City of Maroondah is divided into nine wards, each with nine elected Council representatives.

Wyreena Community Arts Centre: A classic English Tudor-style building set on four acres of lawns and gardens on Hull Road, Croydon. The facility incorporates a recently redeveloped Adventure Playground, the Wyreena Gallery, and the Conservatory Café. A range of short courses, ongoing courses, after school programs and school holiday programs are offered in the creative arts.

X Space: A children's playground and activity space adjacent to the Y Space in Croydon Park.

Y Space: An outdoor activity space in Croydon Park designed to enable a variety of activities that meet the needs of young people and the wider community.

20-minute neighbourhood: Principle is based on the idea that all residents should have access to the places, services and facilities they use daily within a 20-minute journey from home. This includes local shops, schools, parks, jobs, recreation facilities, and a range of community services.

Commonly used acronyms

AAS: Australian Accounting Standards	ICT: Information and Communications Technologies
ABS: Australian Bureau of Statistics	IFRS: International Finance Reporting Standards
ALGA: Australian Local Government Association	IPAA: Institute of Public Administration Australia
AS/NZS ISO 31000:2018: Australian Standards for Risk Management	IT: Information Technology
ATO: Australian Taxation Office	KPI: Key Performance Indicator
BBP: Bayswater Business Precinct	KSA: Key Strategic Activity
BCP: Business Continuity Plan	LASPLAN: Local Authorities Superannuation Plan
CALD: Culturally and Linguistically Diverse	LGPA: Local Government Professionals Australia
COVID-19: Novel coronavirus disease 2019	LGPro: Local Government Professionals
CBD: Central Business District	LGV: Local Government Victoria
CCTV: Closed Circuit Television	LLEN: Local Learning and Employment Network
CCWP: Croydon Community Wellbeing Precinct	MAV: Municipal Association of Victoria
CEO: Chief Executive Officer	MAC: Metropolitan Activity Centre
CFA: Country Fire Brigade	MBS: Municipal Building Surveyor
CIV: Capital Improved Value	MCC: Maroondah City Council
CMT: Corporate Management Team	MCH: Maternal and Child Health
COAG: Council of Australian Governments	MECC: Municipal Emergency Coordination Centre
CP: Council Plan	MENA: Melbourne East Netball Association
CPA: Certified Practising Accountants	MEM: Municipal Emergency Manager
DCP: Development Contributions Plan	MERC: Municipal Emergency Response Coordinator
DH: Department of Health	MEREDG: Melbourne East Regional Economic Development Group
DHHS: Department of Health and Human Services	MERO: Municipal Emergency Resource Officer
DELWP: Department of Environment, Land, Water and Planning	MFPO: Municipal Fire Prevention Officer
DFFH: Department of Families, Fairness and Housing	MFB: Melbourne Fire Brigade
DJPR: Department of Jobs, Precincts and Regions	MRM: Municipal Recovery Manager
DVD: Digital Video Disk	MSS: Municipal Strategic Statement
EAHA: Eastern Affordable Housing Alliance	NAC: Neighbourhood Activity Centre
EBA: Enterprise Bargaining Agreement	NBN: National Broadband Network
EDMS: Electronic Document Management System	NCP: National Competition Policy
EEO: Equal Employment Opportunity	OH&S: Occupational health and safety.
EFT: Equivalent full-time	OEPCP: Outer East Primary Care Partnership
EMR: Eastern Metropolitan Region	PC: Personal Computer
EOC: Equal Opportunity Commission	PCP: Primary Care Partnership
EPA: Environment Protection Authority	SBFC: Small Business Friendly Council
ERL: Eastern Regional Libraries	SDP: Service Delivery Plan
FDC: Family Day Care	SME: Small to Medium Enterprise
FOI: Freedom of Information	SWAT: Student Wellbeing Action Team
FSC: Fire Services Levy	TAC: Transport Accident Commission
GIS: Geographic Information System	UDF: Urban Design Framework
GST: Goods and Services Tax	VCAT: Victorian Civil Administrative Tribunal
HACC: Home and Community Care	VLGA: Victorian Local Governance Association
IBAC: Independent Broad-based Anti-Corruption Commission	



To contact Council






- phone 1300 88 22 33 or (03) 9298 4598
- SMS 0480 020 200
- visit our website at www.maroondah.vic.gov.au
- email maroondah@maroondah.vic.gov.au

Translating and Interpreter Service

13 14 50

National Relay Service (NRS)

13 36 77

-  [MaroondahCityCouncil](#)
-  [maroondahcitycouncil](#)
-  [Maroondah City Council](#)
-  [CityofMaroondah](#)
-  [Maroondah City Council](#)





Our Achievements 2020/21 Financial Year



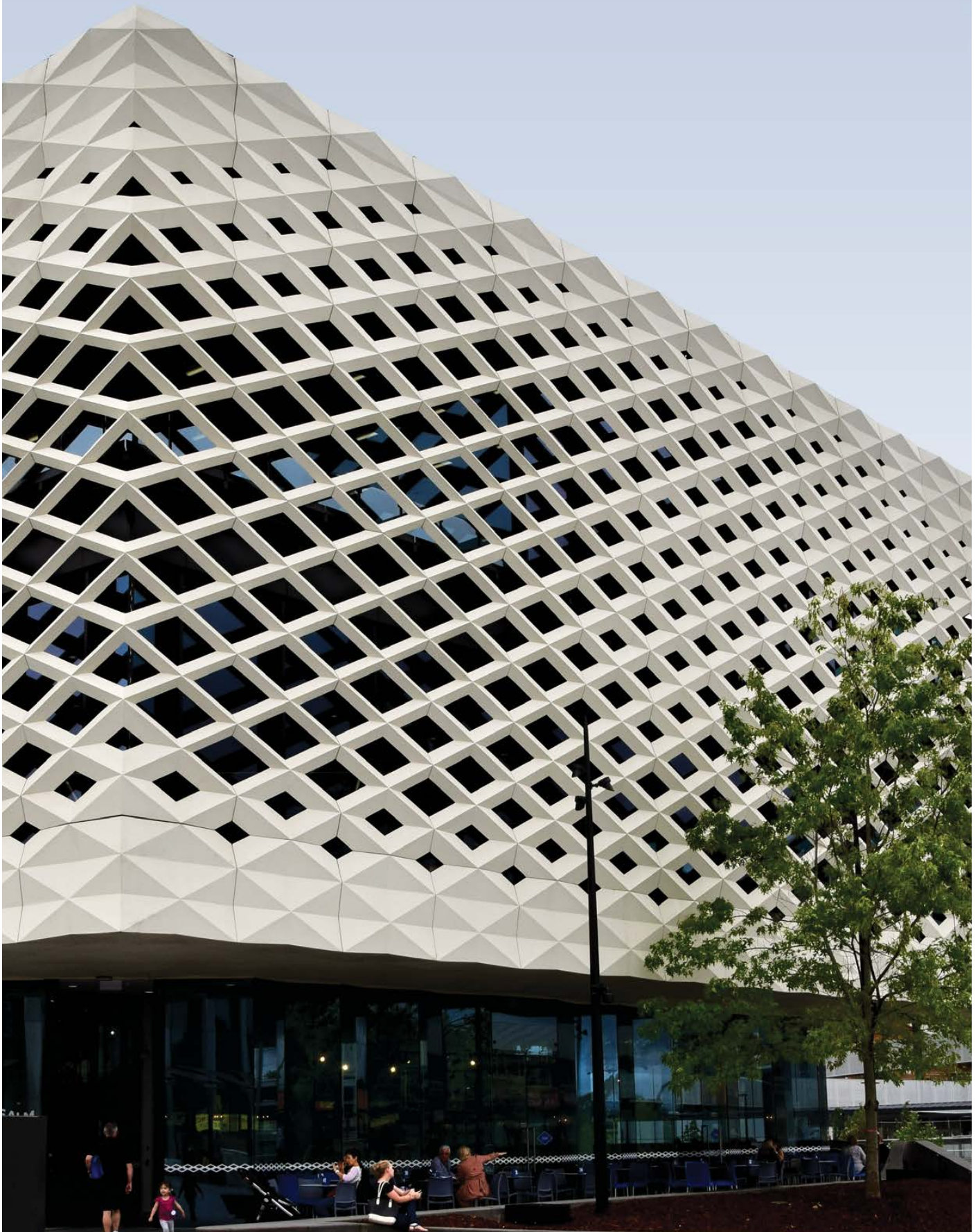


A 'come and try' walking sports for seniors event was held at Maroondah Nets in Heathmont

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Our Achievements 2020/21



Realm is at Ringwood Town Square and is home to Council's service centre, ArtSpace, and library

Our highlights

Message from the Councillors

We are pleased to present a summary of our achievements for the 2020/21 financial year to the Maroondah community.

As we reflect on the past year, it is important to recognise the work that has been done to create a positive future for Maroondah. To ensure we are well placed to meet the needs and aspirations of our community, we have developed the new four year Council Plan 2021-2025, based on the community directions in *Maroondah 2040 – Our future together*, and the feedback from the community through the many consultation activities undertaken.

Other strategic and long-term planning has taken place resulting in the completion of a new Children and Families Strategy; a new 2 year Youth Strategy Action Plan; and a new Liveability and Wellbeing Strategy, which will provide longer-term direction and the key priorities to improve the health and wellbeing of the Maroondah community. In response to the ongoing COVID-19 pandemic, Council has also prepared a Maroondah COVID-19 Recovery Plan.

We continued to plan for the future of our two Activity Centres. The Ringwood Metropolitan Activity Centre Masterplan 2018 was adopted by Council in November 2018. Council has prepared Amendment C130 to implement the objectives and strategies of the Masterplan. The process for inclusion of C130 in the Maroondah Planning Scheme has progressed, with the Amendment submitted to the Department of Land, Water and Planning.

Council has continued to work with key stakeholders, user groups, and the community on the development of the Croydon Community Wellbeing Precinct Masterplan and the development of concept plans for the various community and recreational hubs. This long term project will bring together a range of community services, programs and activities for people of all ages and abilities within a parkland setting in the Croydon Activity Centre.

Council also continued its advocacy to the Victorian Government and the Australian Government, resulting in over \$14 million for a range of significant projects that will benefit the Maroondah community. In addition we continue to actively support and participate in regional partnerships and initiatives to achieve integrated advocacy and planning.

We have successfully completed the fourth year of the four-year Council Plan during one of the most challenging years in recent history.



(L-R) BACK: Cr Tony Dib OAM JP; Cr Suzy Stojanovic; Cr Paul Macdonald; Cr Nora Lamont; Cr Rob Steane; (L-R) FRONT: Cr Tasa Damante; Cr Marijke Graham; Cr Mike Symon; and Cr Kylie Spears

The COVID-19 pandemic has had a profound impact on our community. Council has continued to provide the majority of its services during the various government restrictions over the past 12 months. However, the long term closures during 2020 and short reactive shutdowns during the first half of 2021 has resulted in a cumulative loss of approximately \$20 million across the past two financial years and a redirection of resources and/or funding in excess of \$10 million to COVID-19 response. These closures particularly impacted our leisure facilities including Karralyka, Aquanation, Aquahub and golf courses.

While noting the above, Council's 2020/21 Budget and Long Term Financial Strategy (LTFS) continued to be based on sound financial management, as well as an understanding of the rising cost of living facing ratepayers along with consideration of the significant financial impacts of the COVID-19 pandemic. The LTFS outlines Council's projected financial position for the next 10 years and provides a guide to the community, Council and management in their analysis of options and decision making about the future directions and operations of Council.

While we continue to manage the impacts of COVID-19, 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 should be celebrated and are detailed throughout this report.

We commend it as a record of the extent of what has been accomplished to ensure our City, and the Maroondah community, continues to be active, prosperous, vibrant, sustainable, accessible, thriving, inclusive and empowered.

Our Achievements 2020/21

Our city

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east, 22 kilometres from the Central Business District. The area is a substantially developed peri-urban residential municipality, with an estimated population of 119,401 residents and 47,021 households with an average of 2.54 people per household.

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

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

Maroondah has the strategic advantage of being located at the north-eastern junction of the Eastern Freeway - EastLink corridor. There are two train lines and a large number of bus routes linking the City with other regions. Our sustainable transport links continue to expand, with on-road cycling paths and 40km of shared trails, including the Mullum Mullum Creek Trail, the EastLink Trail, the Tarralla Creek Trail and the Dandenong Creek Trail.



Location of the City of Maroondah

Acknowledgment of Country

We, in the spirit of Reconciliation, acknowledge the Wurundjeri People of the Kulin Nation as Traditional Custodians of the land now known as the City of Maroondah, where Indigenous Australians have performed age old ceremonies. We acknowledge and respect their unique ability to care for Country and their deep spiritual connection to it. We pay our respects to their Elders, past, present and emerging.



Our Achievements 2020/21

Our history

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

The Kulin Nation refers to an alliance of five tribes (language groups) who are the Traditional Owners and lived across a geographic area that encompasses Melbourne and its outer regions. Their collective territory extends around Port Phillip and Western Port, up into the Great Dividing Range and the Loddon and Goulburn River valleys. The five Kulin Nation language groups are:

- Boonwurrung (Boon-wur-rung)
- Dja Dja Wurrung (Jar-Jar-Wur-rung)
- Taungurung (Tung-ger-rung)
- Wathaurung (Wath-er-rung)
- Woiwurrung (Woy-wur-rung), commonly known as Wurundjeri.

The language groups were connected through shared moieties (divided groups) – the Bunjil (wedge-tailed eagle) and Waa (crow). Bunjil is the creation spirit of the Kulin and Waa the protector of the waterways.

The Wurundjeri People take their name from the Woiwurrung language word 'wurun' meaning the Manna Gum (*Eucalyptus viminalis*) which is common along 'Birrarrung' (Yarra River), and 'djeri', the grub which is found in or near the tree. The traditional Country of the Wurundjeri Woiwurrung People are defined by natural and environmental features, significantly by water. The direction of water flow provides a clear indication of the shape of Country and reflects the cultural understanding of the Wurundjeri People as the "people of the Birrarung" (Yarra River). The Birrarung and the waters flowing into it are considered to be the traditional Country of the Wurundjeri Woiwurrung People.

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

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

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

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

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

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

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



Rob Bast, Yellow Tailed Black Cockatoos 2018, carved acacia stump. Located at 84 Longview Road, Croydon South

Our Achievements 2020/21

Our Vision

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



Our future community outcomes

Council has worked with the community to refresh the vision for the future of the municipality. *Maroondah 2040 - Our future together* identifies a range of preferred outcomes for the community looking ahead to the year 2040. The community's future vision is:



A safe, healthy and active community

In 2040, Maroondah will be a safe, healthy and active community where all people have the opportunity to experience enhanced levels of social, emotional and physical wellbeing.



An accessible and connected community

In 2040, Maroondah will be accessible for all ages and abilities with walkable neighbourhoods, sustainable transport options, and a safe integrated transport network.



A prosperous and learning community

In 2040, Maroondah will be a thriving regional centre of economic activity and education, where the sustainable growth of local businesses is supported, and diverse lifelong learning opportunities are accessible for all community members.



An attractive, thriving and well built community

In 2040, Maroondah will be an attractive, sustainable and well built community with thriving activity centres and a network of neighbourhoods where everyone has the opportunity to live, work and play locally.



A vibrant and culturally rich community

In 2040, Maroondah will be a vibrant and creative community recognised for celebration of the arts, cultural expression and diverse entertainment options.



An inclusive and diverse community

In 2040, Maroondah will be an inclusive and equitable community where all people are valued, supported and socially connected, and diversity is embraced and celebrated.



A clean, green and sustainable community

In 2040, Maroondah will be a resilient community committed to sustainable living, enhancing our natural environment, and providing leadership in responding to climate change.



A well governed and empowered community

In 2040, Maroondah will be an empowered community actively engaged in local decision making, led by an innovative community inspired Council that collaborates regionally and proactively champions local needs.

Our Achievements 2020/21



A safe, healthy and active community

In 2040, Maroondah will be a safe, healthy and active community where all people have the opportunity to experience enhanced levels of social, emotional and physical wellbeing.

Our highlights in 2020/21

We commenced the establishment of a regional cricket hub at Jubilee Park



The Jubilee Park sporting precinct hosts a range of sporting clubs and includes the Russell Lucas Oval, which is a Premier Grade cricket ground. Successful Council advocacy to the Victorian Government resulted in \$2 million in funding for the redevelopment of the RO Spencer Pavilion at Jubilee Park which will become home to the Ringwood District Cricket Association and to Cricket Victoria's new Eastern Metro Zone association. The design and construction contract for RO Spencer Sporting Pavilion was endorsed by Council in September 2020 and is due for completion in 2021. Further advocacy for Stage 2 of the precinct is currently underway.

We continued to redevelop sporting infrastructure across Maroondah



Council was successful in advocating for Federal and Victorian Government funding for the redevelopment of multipurpose pavilions located in sporting reserves across Maroondah. Some of these improvements include female-friendly change rooms, large multipurpose rooms, amenities, upgraded lighting, carparking and landscaping. The redevelopment of Silcock Reserve in Croydon (\$5.5m) is complete whilst redevelopment works for the Proclamation Park Sporting Pavilion in Ringwood (\$3.25m) and Dorset Recreation Reserve in Croydon (\$4m) are well underway. Planning has also commenced for the redevelopment of multipurpose pavilions at Springfield Reserve (\$3.2m) and Ainslie Park in Croydon (\$1.5m).

We worked to develop the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031



Council has conducted extensive background research and community consultation to develop the new *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031*. The current *Maroondah Health and Wellbeing Plan 2017-2021* is due to conclude in 2021 and will be replaced by the Strategy which incorporates a range of future health and wellbeing priorities for Council, including those associated with longer-term coronavirus (COVID-19) community recovery. Once finalised, the Strategy will provide direction to inform action plans for health and wellbeing, disability, active and healthy ageing, and gender equality across Maroondah.

We kept the community connected and encouraged kindness and goodwill



The *Be Kind Maroondah* campaign was launched during the coronavirus (COVID-19) pandemic to keep the community connected during periods of social isolation and encourage kindness and goodwill. Several initiatives were undertaken across three themes; Be kind to yourself; Be kind to others; and Be kind to business. Council in conjunction with Neighbourhood Connect and local community houses offered free workshops for people interested in making a difference in their neighbourhood by becoming a 'Community Connector'. The Knit One, Warm project provided an opportunity for local knitters to help those sleeping rough or struggling financially. The Sunflower Effect project encouraged residents to plant sunflower seeds in their front garden or in a pot to bring some hope and brightness into Maroondah streets.

We undertook a strategic review of Maroondah Golf



Council has undertaken a review of golf in Maroondah to ensure the sport is sustainable in the future. Maroondah City Council owns and operates two 18-hole public golf courses, Dorset Golf Course (Dorset) and Ringwood Golf Course (Ringwood) which are collectively known as Maroondah Golf. The *Maroondah Golf Strategy 2020-2030* was adopted in July 2020, following extensive public consultation with the Maroondah community, and outlines key actions that will enable golf within Maroondah to remain financially sustainable, achieve performance targets and increase participation levels.

Our Achievements 2020/21



A prosperous and learning community

In 2040, Maroondah will be a thriving regional centre of economic activity and education, where the sustainable growth of local businesses is supported, and diverse lifelong learning opportunities are accessible for all community members.

Our highlights in 2020/21

We are working in partnership to guide development of the Ringwood Metropolitan Activity Centre and Croydon Major Activity Centre



Council has promoted the Ringwood Metropolitan Activity Centre (MAC) and the Croydon Major Activity Centre as two of Melbourne's premier urban destinations. During 2020/21, a number of current activity centre projects have been put on hold in order to focus on economic recovery during the coronavirus (COVID-19) pandemic. Stakeholder engagement continued with Queensland Investment Corporation (QIC), who own and operate Eastland, and Croydon Main Street Traders Association, with support provided to these organisations during coronavirus (COVID-19) restrictions and the following recovery phase.

We continued a strategic review of shopping centres in Maroondah



Council is reviewing Maroondah's 31 neighbourhood shopping centres to complement the 20-Minute Neighbourhood Project. The review will guide where to prioritise replacing of bins, targeted cleaning and weed and graffiti removal. The review was also adjusted to include coronavirus (COVID-19) economic recovery planning, focusing on short-term actions to improve financial outcomes for each of these shopping centres.

We supported local businesses to expand outdoor dining opportunities



Council applied to the Victorian Government for \$500,000 from the Outdoor Eating and Entertainment Grants package for local businesses and trader associations. The Street Activities Extension Permit scheme provided temporary outdoor dining options for over 84 hospitality businesses to adapt their dining and table services in line with restrictions during the coronavirus (COVID-19) pandemic. Council will continue to expand the scheme, supporting eligible hospitality businesses to shift service onto footpaths, streets, laneways and on-street car parking spaces. Permit fees have been waived until June 2021.

We provided business support for Ringwood East Neighbourhood Activity Centre



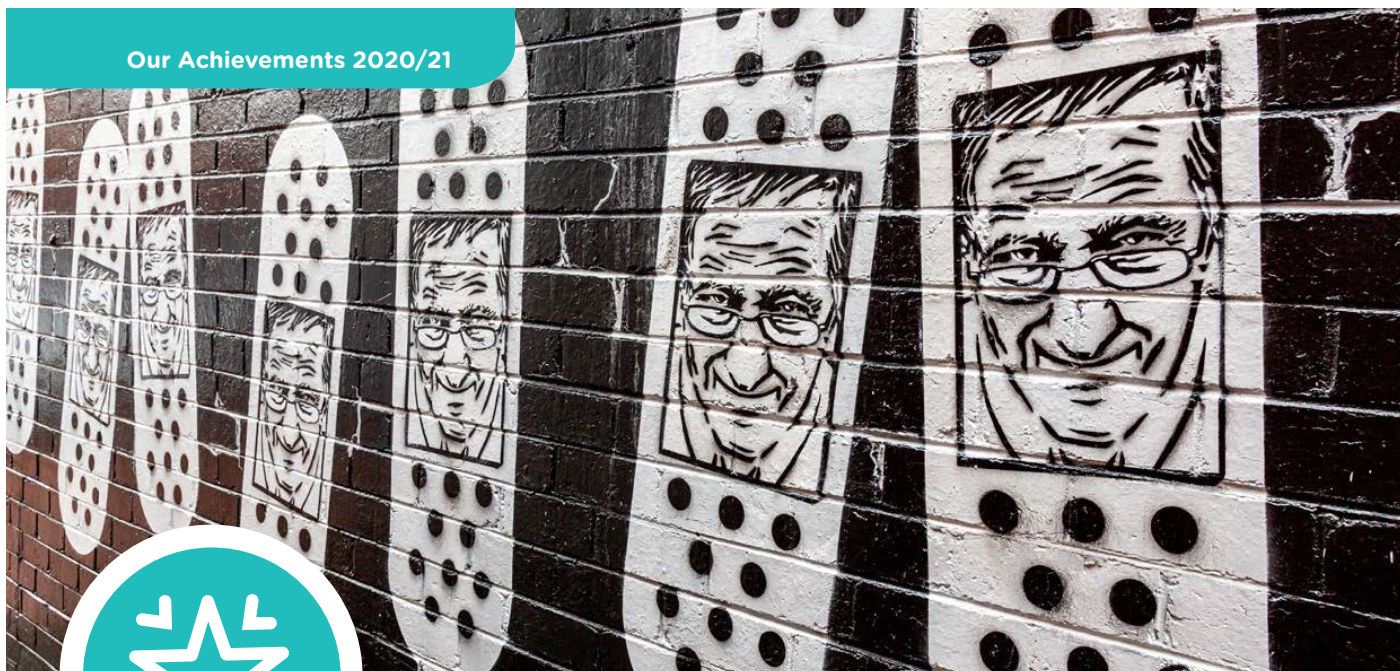
Council was successful in advocating for \$100,000 in Victorian Government funding through the Neighbourhood Activity Centre Renewal Fund to enable infrastructure improvements in Ringwood East. This funding has helped to support local business recovery through creation of parklets, landscaping, footpath improvements and arts and cultural installations. The project sought to encourage visitors to the centre and recognise cultural heritage through activation of vacant shops and enhancement of existing business shop fronts through art installations, delivered in partnership with Mullum Mullum Indigenous Gathering Place.

We supported education programs and essential services through Maroondah Community Houses



In response to the coronavirus (COVID-19) pandemic, Maroondah Community Houses offered a range of accredited education programs and community programs online, provided childcare services for essential workers and support emergency relief services. Central Ringwood Community Centre was successful in receiving a Victorian Government *Let's Stay Connected* grant to provide resources for culturally and linguistically diverse (CALD) communities, a digital device loan scheme for isolated and vulnerable community members and a community wellness program.

Our Achievements 2020/21



A vibrant and culturally rich community

In 2040, Maroondah will be a vibrant and creative community recognised for celebration of the arts, cultural expression and diverse entertainment options.

Our highlights in 2020/21

We commenced implementation of the Arts and Cultural Development Strategy 2020-2025



Council has commenced implementing the Maroondah *Arts and Cultural Development Strategy 2020-2025*, which outlines Council's role in leading, partnering and supporting arts and cultural development across Maroondah over the next five years. The themes of the strategy include: a culturally active, engaged and connected community; vibrant places and spaces; and a flourishing, creative city that values the arts. Key projects currently underway include significant public art commissions for multi-level commuter carparks and planning for arts and cultural facilities to support the performing arts, including in the Croydon Community Wellbeing Precinct.

We commenced planning for the redevelopment of Karralyka



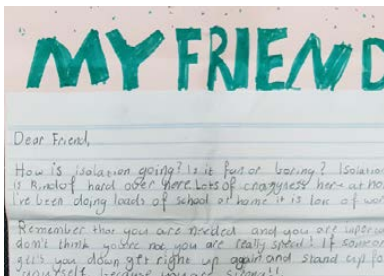
Council has commenced design works for a \$15 million redevelopment of Karralyka. Proposed works over the next few years will include a new entrance foyer, an additional function room, outdoor plaza space and improved accessibility. The Stage 1 works including major upgrades to heating, cooling, electrical systems and a backup generator have been completed.

We celebrated Indigenous arts and culture across Maroondah



Council continued to support and work in close partnership with local Indigenous artists, community leaders and organisations to promote a wide range of arts and cultural practices within Maroondah. A three-month program in the Ringwood Arts Precinct included two permanent Indigenous public art and Council's first Indigenous public art commission was installed in the foyer of the new Council Chamber at Realm in consultation with a local Indigenous elder to ensure awareness and appreciation of Indigenous arts and culture in Maroondah. A series of new public art elements were also installed as part of the Ringwood East Place Activation Project, including a large wall mural, a pavement mural, and decorative planter boxes. A temporary 'pop-up' exhibition was installed as part of Reconciliation Week activities, showcasing work by Mullum Mullum Indigenous Gathering Place artists.

We re-engaged the community through creative expression



Council engaged the community during the coronavirus (COVID-19) pandemic through shared stories and experiences including *Notes of Kindness*, an intergenerational and multi-art form cultural recovery project which involved working with local choirs for community healing and resilience. The project used letters of kindness that were exchanged between nursing home residents and primary school children in Maroondah during periods of lockdown in 2020. Choirs and other community members worked with local artists and cultural leaders to develop a series of installations and performances incorporating storytelling, music, film and visual installations presented at Karralyka in July 2021. Council also provided support to local groups to deliver a range of recovery projects. One of the 2020/21 recipients of Maroondah's Arts and Cultural Grant Program was Yarrunga Community Centre's *ISO Art*. This program allowed participants to express their experiences of isolation during coronavirus (COVID-19) restrictions, share emotions through art and assist with mental health self-care and recovery.

Our Achievements 2020/21



A clean, green and sustainable community

In 2040, Maroondah will be a resilient community committed to sustainable living, enhancing our natural environment, and providing leadership in responding to climate change.

Our highlights in 2020/21

We achieved Carbon Neutral Certification



Council committed to becoming carbon neutral in 2008 and has now achieved Carbon Neutral certification. Certification recognises that Council's operations are removing as much carbon from the atmosphere as is being put in. Over the past several years, changes have been made to services and facilities to achieve our commitment to become carbon neutral including: 5-Star Green Star certification for the Realm offices through sustainable building features such as high efficiency glazing, solar PV panels and water tanks to reuse rainwater runoff. Building energy efficiency upgrades were also delivered to Council facilities under an Energy Performance Contract program that will save up to \$200,000 in energy costs annually and a reduction of 1500 tonnes in greenhouse gas emissions. Council will continue to implement projects to reduce our greenhouse gas emissions, purchase carbon offsets and annually report on emissions to support our ongoing certification.

We powered community infrastructure with renewable energy



Council's joined the Victorian Energy Collaboration as part of its commitment to sustainability. Launched in May 2021, the project is Australia's largest ever local government emissions reduction project and will see 46 councils pool their electricity needs into a single renewable energy contract called a Power Purchase Agreement (PPA). The long-term contract will power streetlights, libraries, recreational spaces, infrastructure and public buildings across Maroondah with 100% renewable energy.

We worked towards introducing the Maroondah Environmentally Sustainable Design Policy into the Maroondah Planning Scheme



Council's commitment to environmentally sustainable design (ESD) in the planning, design, construction, operation and management of Council buildings and assets is outlined in the Maroondah Environmentally Sustainable Design Policy. The Local Policy Planning Scheme Amendment was exhibited in early 2021 with submissions considered before the Amendment was adopted by Council in March 2021. Council has requested approval of the Amendment from the Minister of Planning to enable inclusion of the Policy in the Maroondah Planning Scheme.

We worked in partnership to implement the Reimagining Tarralla Creek project



Council is working in partnership with Melbourne Water, Yarra Valley Water and the Department of Environment, Land, Water and Planning (DELWP) on the project design and construction of the Tarralla Creek Connects project. The project is one of five trial sites for Melbourne Water's 'Re-imagining Your Creek' program that looks to enhance the natural environment, create a place for community to connect to nature, improve connectivity, and deliver a resilient and maintainable waterway. Council is working with project partners to enhance the area located between Dorset Road and Eastfield Road, by adopting contemporary urban design and landscaping ideas and incorporating suggestions from the community.

We finalised a new Strategy to inform waste collection, landfill and sorting recyclables contracts



Council has developed a 10-year Waste, Litter and Resource Recovery Strategy, which informs each of Maroondah's waste contracts. Key changes over the next decade include introducing a food and garden organics service; sending waste to an advanced waste and resource recovery facility instead of landfill; a glass only recycling service; and standardising bin lids. Tenders and contracts for waste collection, landfill and the receipt and sorting of recyclables are planned to be completed alongside the strategy.

Our Achievements 2020/21



An accessible and connected community

In 2040, Maroondah will be accessible for all ages and abilities with walkable neighbourhoods, sustainable transport options, and a safe integrated transport network.

Our highlights in 2020/21

We progressed planning for new activity centre carparks in



Council was awarded \$60 million in funding from the Australian Government for new activity centre carparks in Croydon, Ringwood, Heathmont and at Heatherdale Station. The carpark in Devon Street, Croydon will see the removal of the existing carpark layout, to be replaced with a multi-level carpark that will include improved disability parking and access. Other changes will include improvements to the urban environment of Pierson Drive and Council will provide safer pedestrian paths, additional landscaping and trees, safer traffic movements and screened bin storage at the rear of the Main Street shops. Planning has continued for the Ringwood, Heathmont and Heatherdale carparks, with locations now confirmed for both Ringwood and Heathmont. A feasibility study has been undertaken to identify a suitable location for a the carpark at Heatherdale Station.

We delivered renewal and accessibility improvement works in Ringwood East



Council implemented a range of infrastructure renewal and accessibility improvement works in Ringwood East, with Australian Government funding through the Local Roads and Community Infrastructure Program. Accessibility improvements included: construction of a new footpath on the east side of the road, linking Knaith Road to Railway Avenue; construction of three indented disabled parking spaces adjacent to Knaith Road Reserve; construction of an accessible ramp to the Senior Citizens Centre in Knaith Road Reserve; and conversion of the existing crossing into a raised pedestrian crossing at the intersection with Railway Avenue. Council is continuing advocacy for further Australian Government Local Roads and Community Infrastructure funding for improvements to streetlights, footpaths, bike paths and walking tracks.

We delivered road upgrades and flood mitigation works



Council was awarded funding from Federal Roads to Recovery for the rehabilitation of Lincoln Road between Dorset Road and Hull Road in Croydon. Works were completed in October 2020, including the reconstruction and widening of the road, kerb and channel, drainage upgrades, bicycle lanes, installation of street lighting, pedestrian operated signals and improvements to the service roads. Construction commenced for the road and drainage upgrade at New Street in Ringwood in October 2020. Other works completed included flood mitigation drainage upgrades, service relocation works and road reconstruction activities.

We constructed 4 kilometres of new footpaths



Council has continued to implement the footpath construction program to provide better pedestrian safety. The \$880,000 footpath construction program for 2020/21 resulted in new footpaths along 14 roads across Maroondah including: Balmoral Road, Towerhill Drive and Major Street in Ringwood North; Eastfield Road in Croydon; Laurence Grove, Patterson Street, Seares Drive and Ian Avenue in Ringwood East; Tunbury Avenue, Strathallyn Road, New Street, Holyrood Crescent and Ireland Street in Ringwood; and Bellbird Court in Heathmont.

We made local area traffic management improvements



Council delivered a range of traffic management improvements in conjunction with the Safe Travel in Local Streets program funded by the Transport Accident Commission (TAC). Works included traffic calming measures and street lighting upgrades in Allendale Road in Croydon and roadway improvements in Bond Street in Ringwood, including a pedestrian crossing upgrade. Traffic calming measures were installed in Morinda Street in Ringwood East; Loma Street, Parkgate Drive and Reilly Street in Ringwood; Patrick Avenue, Palmer Avenue and Warriren Road in Croydon North, and Mount View Parade and Newman Road in Croydon. Intersection upgrade works to improve safety were completed at Mount View Parade and Newman Road in Croydon; and Patrick Avenue and Palmer Avenue in Croydon North.

Our Achievements 2020/21



An attractive, thriving and well built community

In 2040, Maroondah will be an attractive, sustainable and well built community with thriving activity centres and a network of neighbourhoods where everyone has the opportunity to live, work and play locally.

Our highlights in 2020/21

We progressed development of a new Croydon Structure Plan



Council continued development of a Croydon Structure Plan to replace the previous version adopted in 2006. During 2020/21, Council undertook background research into the issues facing Croydon, including demographic, employment and business, and land and housing supply and demand, to more accurately plan for the future growth of the Croydon community. This resulted in an Issues and Opportunities paper with public comment sought in mid-2021 to inform the draft Croydon Structure Plan.

We progressed development of the Croydon Community Wellbeing Precinct



Council is transforming the existing Croydon Civic Precinct into the Croydon Community Wellbeing Precinct (CCWP) which will focus on delivering improved community spaces, wellbeing facilities, family and children facilities, arts and cultural spaces, sport and recreation facilities, and open space. These combined features will also improve accessibility and connectivity for the community. The CCWP Masterplan was endorsed by Council in July 2020 and works commenced in early 2021 with the first of the community groups (Kinder and Occasional Care) moving in to Community Hub B. Other community groups located in the Precinct will move into Community Hub B during 2021.

We planned and implemented playspace renewal in local parks



During 2020/21, Council was successful in advocating for \$600,000 in Victorian Government funding for enhancements at McAlpin and Yarrunga reserves. At McAlpin Reserve in Ringwood North, the existing playspace will be upgraded to include all-inclusive equipment to benefit all ages and abilities, including: the creation of a new playspace closer to amenities; upgraded furniture; shelters; pathways; and landscaping. Improvement works at Yarrunga Reserve in Croydon Hills will provide a safer space for pre-teens and young adults, improve a pedestrian bridge and enhance BMX jumps. During the year, improvement works were undertaken at the Nangathan Way Reserve in Croydon North including new play equipment, a new picnic and shelter area, a basketball and netball multi-sports area and landscaping works. Planning and design works were also undertaken for forthcoming playground improvement works at Cobain Reserve in Ringwood.

We commenced implementing outcomes of Neighbourhood Character and Vegetation Reviews



Council adopted the Maroondah *Vegetation Strategy 2020-2030* in March 2020, which will seek to identify the best locations for improving habitat connectivity across the municipality to allow more nature throughout Maroondah. A spatial modelling program is being used to model existing connectivity for key focal species, and to identify locations that offer the greatest opportunity for improving connectivity. The Strategy Action Plan will be guided by an advisory group comprising representatives with local knowledge and expertise.

Our Achievements 2020/21



An inclusive and diverse community

In 2040, Maroondah will be an inclusive and equitable community where all people are valued, supported and socially connected, and diversity is embraced and celebrated.

Our highlights in 2020/21

We worked in partnership to support older people and vulnerable residents during COVID-19



During the challenges of the coronavirus (COVID-19) pandemic, Council has ensured the continuation of essential support services for older and vulnerable residents. Services include meal delivery, an adapted Shopping Bus service, and additional welfare calls made to clients of the Regional Assessment Service and socially isolated clients through the Maroondah Police Seniors Register. Council partnered with Victoria Police and a network of local churches who provided and delivered 400 hampers to isolated community members in the weeks leading up to Christmas. Council also worked in partnership with support providers, agencies and volunteers to provide food relief to disadvantaged people, with free takeaway meals being available six nights a week, across three different venues. During the winter months, Council partnered with Winter Shelter and Central Ringwood Community House to provide bathroom and shower services to people experiencing homelessness.

We adopted the Homelessness Charter



Council has partnered with 12 other local councils in adopting a joint Homelessness Charter and advocacy campaign. The campaign calls for urgent action for social housing to end homelessness whilst the Charter focuses on a shared commitment to advocate for inclusive housing growth, and scoping land to be repurposed for adaptable housing.

We are continuing to implement the Disability Policy and Action Plan 2019-2021



The *Disability Policy and Action Plan 2019-2021* incorporates a range of initiatives across Council operations to remove barriers to discrimination whilst meeting legislative obligations for people with disabilities, their families and carers. A range of actions were undertaken by Council during 2020/21 across themes of social and economic inclusion, services and information, design, infrastructure and transport, and advocacy and leadership. Highlights included: working in partnership to broaden the scale of the *Porn is not the Norm* project; ongoing NDIS support for local recipients; advocating for the inclusion of sensory rooms in key community facilities; a workshop with local carers to provide input and understand service needs during the coronavirus (COVID-19) pandemic; and the continued community leadership of Council's Disability Advisory Committee.

We finalised development of a Children and Families Strategy



In August 2020, Council adopted a new Children and Families Strategy after extensive community consultation with children, young people, parents, carers and school staff. The Strategy intends to ensure children aged 0 to 12 and their families are a priority in Maroondah and highlight Council's commitment to creating a connected community where all children and their families thrive. An initial two-year action plan has also been adopted to inform Council's short-term activities to implement the Strategy.

We continued our commitment to workplace equality



Council has proactively pursued a range of organisational readiness initiatives in the past 12 months to fulfil the requirements of the new *Gender Equality Act 2020*. A cross-Council workplace equality working group was established to seek employee feedback on how gender and equal opportunity has influenced their working life, review Equal Opportunity policies and processes, identify gender equality improvements and initiatives and build awareness of workplace equality and inclusion principles. Through this project, Council is well placed to respond to the requirements of the new Act and ensure Council is an inclusive and respectful workplace for all. As part of our obligations, Council will undertake workplace audits, gender impact assessments, develop an Action Plan, and submit progress reports.

Our Achievements 2020/21



A well governed and empowered community

In 2040, Maroondah will be an empowered community actively engaged in local decision making, led by an innovative community inspired Council that collaborates regionally and proactively champions local needs.

Our highlights in 2020/21

We developed and implemented a COVID-19 Recovery Plan and emergency relief referral process



Council's emergency relief and recovery framework coordinates the delivery of recovery initiatives to meet the social, health and wellbeing and economic needs of the community. During the coronavirus (COVID-19) pandemic, Council has worked to identify community needs and impacts through consultations including a COVID-19 Survey which was translated onto nine languages and received almost 3000 responses, and 100 interviews with local agencies, schools, organisations and businesses, informing Council's initial Impact Assessment Report. The *Maroondah COVID-19 Recovery Plan* was adopted in March 2021 highlighting Council's priority actions in responding to the social and economic wellbeing needs of the Maroondah community. The local relief and referral system strengthened partnerships with local relief agencies to ensure services to vulnerable people and groups continued despite restrictions. The referral service was expanded to include practical and emotional support through the MaroondahConnect initiative and to match community members with local social inclusion initiatives.

We completed and adopted the new Council Plan 2021-2025



Council worked alongside Maroondah community stakeholders to prepare a new Council Plan for 2021-2025, which was adopted in June 2021. To support development of the Council Plan, a community panel of 40 representatives participated in a deliberative engagement process over 10 sessions to provide input to Council on topics such as health and wellbeing, liveable neighbourhoods, environmental sustainability and Council assets. This document forms Council's medium-term plan in responding to the aspirations and outcomes of the community vision identified in *Maroondah 2040 - Our future together*.

We supported community recovery through COVID-19 with community grants



Council established the COVID-19 Community Grants Funding Program to provide funding for eligible community organisations and charities to address the immediate needs of the community and introduce initiatives to support community recovery. Through this program, nine agencies were provided with \$75,685 in funding as part of the COVID-19 Emergency Relief Grants Scheme to support vulnerable community members. A further 14 community organisations were provided with \$41,178 in funding through the COVID-19 Community Wellbeing Grants Scheme to support community-led COVID-19 recovery initiatives.

We commenced making changes under the new Local Government Act 2020



Council has adopted a number of policies during 2020/21, as required by the new *Local Government Act 2020* (the Act). New policies include: election, public transparency and audit and risk policies, as well as strengthening governance procedures based on good governance and transparency. The Act aims to improve local government democracy, accountability and Council operations by introducing a set of overarching guiding principles which include: community engagement, public transparency, strategic planning, good practice guidelines, service performance, and expanded financial management principles. The first phase of reforms took effect on 6 April 2020, with implementation to continue until 30 June 2022.

We continued to engage the Maroondah community



Council's commitment to community engagement is reflected in our Community Engagement Policy and Toolkit. Following a review, a revised Policy was endorsed by Council in March 2021. The Policy is guided by International Association of Public Participation (IAP2) principles which are considered to be the benchmark for the practice of community engagement. Over the past 12 months, Council has engaged the Maroondah community on 47 different projects ranging from enhancement plans, infrastructure projects, and strategy and policy development. To support development of the Council Plan 2021-2025, a community panel of 40 representatives participated in deliberative engagement process over 10 sessions in February and March 2021 to provide input to Council on topics such as health and wellbeing, liveable neighbourhoods, environmental sustainability and Council assets.

To contact Council






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Translating and Interpreter Service

13 14 50

National Relay Service (NRS)

13 36 77

-  MaroondahCityCouncil
-  maroondahcitycouncil
-  Maroondah City Council
-  CityofMaroondah
-  Maroondah City Council



Maroondah Heritage Action Plan



(October 2021)



Courtesy State Library Victoria: Bill Patterson Motors, Maroondah Highway, Ringwood ; Wolfgang Sievers 1913-2007 photographer.;1959

Section 1 - Background

The Maroondah *Cultural Heritage Action Plan* (the 'Heritage Action Plan') guides Council's role and contribution to the identification, conservation and celebration of cultural heritage over the next 4 years.

Maroondah's cultural heritage is derived from geology and landscape, from Aboriginal occupation, spiritual attachment and custodianship of the land for over 60,000 years and the dynamic and changing history of post-Contact settlement from the 1830s to the present day. Cultural heritage reflects Maroondah's history and social identity, contributing to a rich and distinctive sense of place.

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Ref 21/159997

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Active Prosperous Vibrant Sustainable Accessible Thriving Inclusive Empowered

The purpose of this Heritage Action Plan is to:

- Define cultural heritage and provide a snapshot of the current scope and state of heritage across Maroondah (including the various roles and activities of stakeholders),
- Explain the role cultural heritage plays in liveability and community wellbeing, and define its relationship to regional and local planning frameworks,
- Identify and prioritise work to meet regulatory requirements and address community needs and expectations.

What is cultural heritage and why is it important?

The term ‘cultural heritage’ or ‘heritage’ refers to places and other heritage assets that reflect or embody valued aspects of our history and cultural identity that we wish to retain for the benefit of current and future generations.

Those aspects that hold special meaning, that is, have “heritage significance”, warrant special attention and management through legislative management frameworks to ensure their “heritage values” are sufficiently identified, documented, and protected.

Cultural significance may change over time and with use, or as new information becomes available.¹ Cities are constantly evolving places and desired uses and future needs of heritage places may require buildings and their surroundings to respond and adapt to changing circumstances. Heritage values are best conserved through continued use, appreciation and enjoyment of heritage places.

In their own way, each generation contributes to the constantly evolving physical and social fabric of our community and places.

The financial and human resources put into the identification and conservation of heritage provide multiple public values and benefits, such as:

- A visible and tangible representation of history, and respect and honour for past generations and eras of development;
- A way to maintain places to which the community has deeply sentimental attachment;
- A distinctive sense of identity and cultural diversity, contribution to social inclusion and community cohesion; and
- A ‘marketable’ liveability through diversity in urban form and a unique quality of streetscapes.

What is Maroondah’s heritage?

As set out in the Municipal Strategic Statement, Maroondah was first occupied by Aboriginal people. This was followed by European colonisation from the 1830s, though sparse suburban development only began with the coming of the railway line in the 1880s, and it was amplified by the electrification of the line in the 1920s. The majority of suburban development, however, took place after World War II, and it is the post-war period that most strongly characterises Maroondah’s residential areas and activity centres. Maroondah is characterised by the diversity of its post-World War 2 buildings, ranging from modest weatherboard homes to large integrated housing estates of brick veneer construction as well as many examples of innovative architecturally designed homes and other buildings.

¹. Australia ICOMOS. *The Australian ICOMOS Charter for Places of Cultural Significance*, 2013. Available from <https://australia.icomos.org/publications/charters/>

Heritage encompasses both the best of every era, as well as places of historical significance that have shaped our City. It extends to all parts of the built environment, from the houses we live in, the places where we go to school, work and shop, to those where we come together for commemoration, worship and leisure. In some cases, the uses of these places have changed and the buildings adaptively reused, such as former churches and factories.

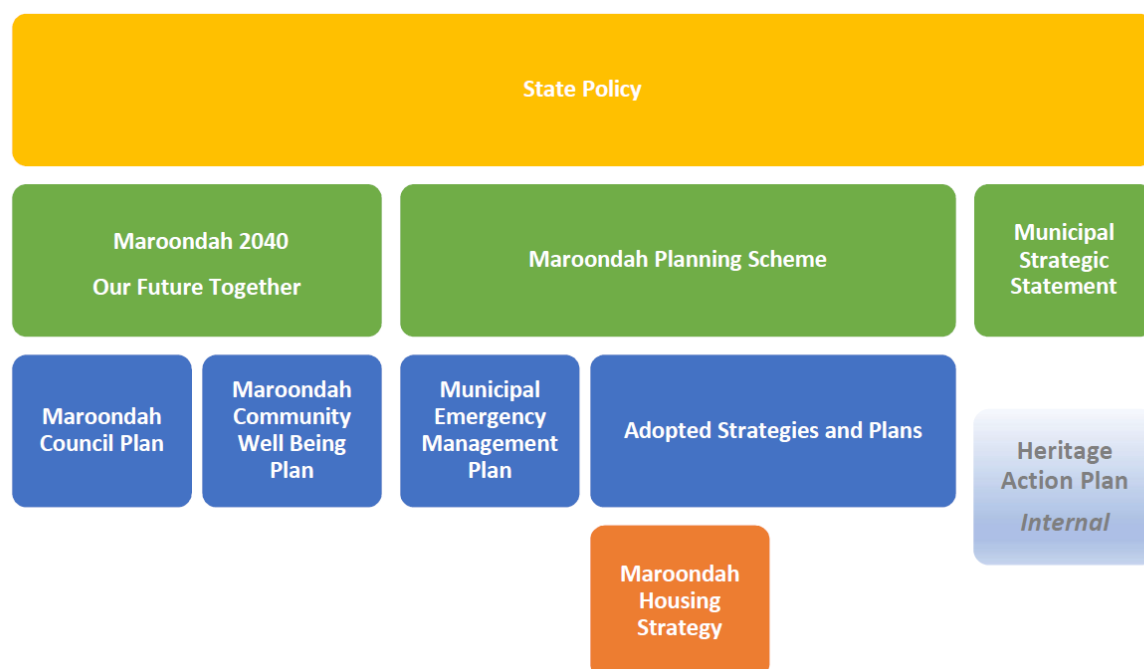
Going beyond the built environment, heritage includes natural assets like landscapes, home and market gardens and trees, and intangible heritage such as the memories of long-established families, devotion to local sporting teams, and the traditions and ceremonies that bring us together.

The community's understanding of what constitutes heritage continues to evolve and expand over time. When heritage organisations, such as the National Trust, were first formed in the 1950s they focused on protecting grand Victorian mansions. Today, most people would agree that Edwardian and interwar-era places are also an important part of our heritage, and many appreciate post-war architecture and design as well. An example of this is the popularity of so-called Mid-Century Modern, with television shows, real estate pages, and blogs for homebuyers focused on finding and preserving the work of designers and architects from the decades just after World War II.

The importance of this post-war period of architecture for Maroondah has been recognised by the commissioning of a post-war thematic environmental history, as part of the current 'City of Maroondah Heritage Study Review'. This document provides an understanding of the historical themes that have been most important in shaping Maroondah's physical environment since 1945. While it is a stand-alone document, it has been written to flow naturally from the previous thematic environmental history, prepared in 2003, to complete a picture of the development of the City's physical environment.

The post-war thematic environmental history has found that *while some parts of the City of Maroondah provide physical evidence dating back as far as the 1870s (eg Jenkin's Cottage in Croydon), most of the study area is strongly characterised by twentieth century development and, in the cases of areas such as Heathmont, Bayswater North, Waranwood and Croydon Hills, by post-WW2 development.*

Maroondah's Strategic Framework



The Maroondah 2040 Community Vision forms the driving force behind all Council activities and delivery of services. Council's role in working towards the Maroondah 2040 community vision is articulated in the four year Council Plan. This Heritage Action Plan falls within Council's integrated planning framework.

The Role of Local Government in Heritage Conservation

In Victoria, all three levels of government - Federal, State and Local - have different roles in identifying, managing and protecting heritage places. Key Federal legislation is the *Environment Protection and Biodiversity Conservation Act 1999*. For the State, there is the *Heritage Act 2017* (for built heritage places of State-level heritage significance), and the *Aboriginal Heritage Act 2006* (for Aboriginal material and intangible heritage).

The recognition and protection of heritage of local significance is the responsibility of municipal councils under the *Planning and Environment Act 1987*. This Act establishes the legal framework for Victoria's planning system, including the objectives of planning that the system must meet. Under the Act, local councils, as planning authorities, have a statutory obligation to ensure that the planning schemes 'conserve and enhance those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value'.² They do so by undertaking heritage studies with assessments of places thought to be of heritage value. Councils use the information in these heritage studies to decide if a place's heritage significance is enough to warrant statutory protection in the municipal Heritage Overlay.

² *Planning and Environment Act 1987*, Part 1, Section 4(1)(a).

The Heritage Overlay's (HO) role is to conserve and enhance heritage places, landscape and objects and those elements which contribute to their significance, while also ensuring that development does not adversely affect this significance. Under a HO, a planning permit is required from Council, as the responsible authority, to carry out works on a place, excluding routine maintenance, repairs and some other minor works. HO's are also applied to places of State significance on the VHR, so as to signify that they have State-level protection (note that Heritage Victoria is the responsible authority for most works).

All three levels of government are guided by the internationally recognised *Burra Charter*,³ which outlines key principles and standards for heritage conservation. 'Heritage conservation' broadly refers to all of the ways of looking after or caring for a heritage place so its significant values are retained and not lost or compromised beyond recognition over time. Conservation includes routine maintenance, repairs, good housekeeping measures, etc. As the Burra Charter sets out, conservation is based on a respect for the existing heritage fabric, use, associations and meanings contained within the heritage place. While it recommends a cautious approach of "changing as much as necessary but as little as possible", heritage listing does not equate to a static position of no change at all. Another general principle of heritage conservation is that a building needs an appropriate use to ensure its long-term preservation. If the original use of a building has become redundant, it is often possible to sensitively adapt it to a new use, while retaining its heritage value.

How is Maroondah's heritage currently protected?

The primary legal tool with which Maroondah's places of local heritage significance are protected is the Heritage Overlay (HO), which is part of the Maroondah Planning Scheme. Places that are of local heritage significance on their own can be protected with a site-specific HO, while groups of "contributory" properties can be protected together if they form a precinct of local significance. A handful also have statutory protection by inclusion in the Victorian Heritage Register (VHR) due to their State-level heritage significance. As of November 2019, there were almost 300 properties protected in Maroondah, of which two are in the VHR and the rest are individual HO places or are located in one of 13 HO precincts. Since that time, two new precincts and four individual places have been granted interim HO controls, and one place has received permanent HO controls.

The large majority of the HO places and precincts were assessed and recommended for protection by the 2003 'Maroondah Heritage Study'. For the fifteen years or so after implementation of that study, there was a relatively low level of heritage conservation-work in Maroondah, leading to a substantial list of actions in this Heritage Action Plan needed to bring Maroondah in line with standards recognised as best practice for Victorian municipalities.

There has been recent headway, however, in the identification of gaps in Heritage Overlay coverage and seeking statutory protection for those places and precincts of local heritage significance. This includes the recently implemented heritage study for the Jubilee Park area of Ringwood; a number of site-specific HOs implemented; and the ongoing 'City of Maroondah Heritage Study Review'.

But heritage is protected not only through regulation, it relies on a broad community understanding of and support for heritage conservation. The work of local historical societies is very important to achieve this. Each owner of a heritage place that they value can be a conscious custodian whose regular maintenance and care ensures that the place is preserved for current and future generations. Council is

³ The Burra Charter, p2

one of these heritage place owners, with assets including municipal arts and archival collections, community buildings, monuments and gardens, and a corresponding obligation to act as an example in its custodianship.

Why is a Heritage Action Plan necessary?

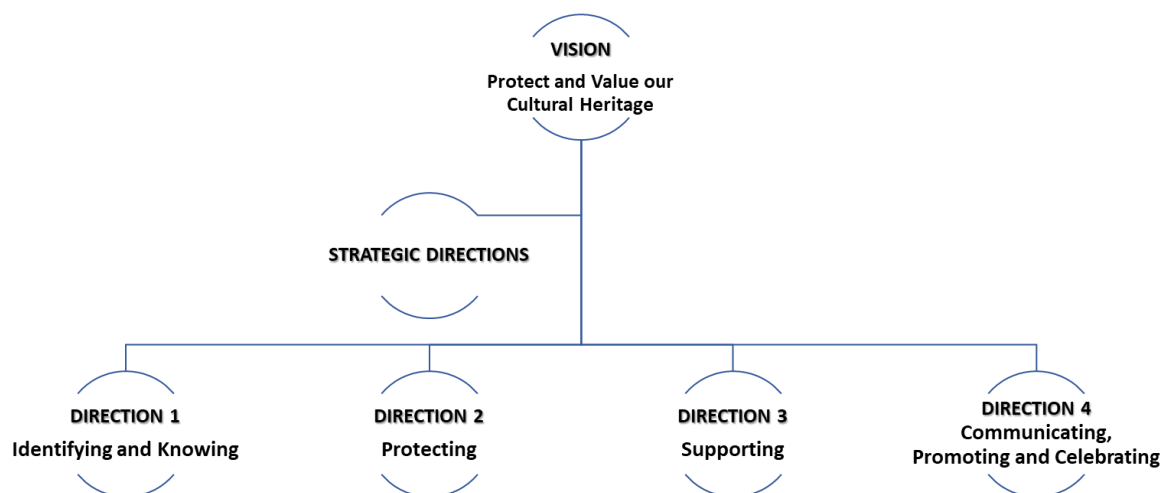
Local councils, as planning authorities, have a statutory obligation under the *Planning and Environment Act 1987* to ensure that their planning schemes 'conserve and enhance those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value' (P&E Act, Pt 1, Sec. 4(1)(a)).

To assist councils in ensuring that they are meeting their obligations under the Act, Heritage Victoria developed a toolkit for creating municipal heritage strategies, *Municipal Heritage Strategies: A Guide for Councils* (2012). A heritage strategy is a tool for local councils to analyse and improve not just their support for local heritage, but also its identification, protection, and promotion. It documents the present state of heritage identification, protection, support, and promotion in the municipality, and provides an action plan to improve the council's performance, thereby helping to ensure that meets its statutory obligations.

The Heritage Strategy/Action Plan is a clear statement of Council's commitment on heritage protection, priorities and allocation of resources.

It is also important that Council leads by example, in ensuring that all works to Council-owned or managed heritage places are approached with the same respect and care as is required of private owners.

The four key directions set out by Heritage Victoria have been used in developing this Heritage Action Plan and are set out below in relation to broader municipal strategies and directions (refer diagram below). The associated actions related to these key directions and anticipated outcomes and benefits are also provided.



Apart from meeting statutory obligations, conserving heritage places has broad benefits for the local community and economy. Many academic studies have demonstrated that heritage conservation improves people's wellbeing by preserving and/or enhancing an environment that can holistically support their physical, mental, emotional, social, cultural, spiritual and economic needs (ICCROM, 'Heritage and Wellbeing', 2018). Commercial areas that are characterised by small-scale, older buildings have been found to perform better against those with newer, larger structures in regard to a range of economic, social and environmental outcome measures. Commercial areas with a distinct and celebrated built-form character attract more creative and hospitality businesses (National Trust of America, 'Older, Smaller, Better', 2016). Heritage Overlay residential precincts are often a selling point for houses to owners who appreciate these well-preserved pockets of period dwellings.

Section 2 – Council’s Heritage Vision

This vision statement is the anchor point of the Heritage Action Plan. It is a declaration of Council’s overarching objectives in relation to cultural heritage.

A vision for Maroondah’s heritage:

The City of Maroondah will become an example of best-practice heritage conservation. Heritage places of diverse types and eras are valued and celebrated in Maroondah. Council understands the values of the local community and the needs of heritage-place owners and supports them effectively and efficiently. Council values heritage and integrates it into all planning and decision-making, thereby harnessing its power to enhance sense of place, increasing the desirability of Maroondah’s suburbs as locations to live, work and play.

Council’s policies on which the Heritage Vision is based, and the challenges that remain in meeting it, are set out in Section 3 – Strategy Context.

Section 3 – Strategy Context

Policy basis

As discussed above, while the *Heritage Act 2017* legislates that State bodies Heritage Victoria and the Heritage Council of Victoria are responsible for recording and managing places significant to the State of Victoria, the majority of heritage places are the remit of municipal councils.

The *Planning and Environment Act 1987* sets as a statutory obligation for each municipal council: ‘to *conserve and enhance those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or other of specific cultural value*’.

This statutory obligation is reflected in the City of Maroondah’s planning scheme policies and strategic documents, including:

Maroondah 2040 Community Vision: Our future together (updated June 2020)

Vision: A vibrant and culturally rich community

3.4 Celebrate, promote and recognise indigenous culture through the arts to facilitate enhanced community respect, understanding and reconciliation.

3.6 Celebrate the local history, diversity, arts and produce of our community through a range of festivals, events programs and activities.

3.7 Celebrate, value and recognise local history to facilitate enhanced community understanding and a broader appreciation of cultural heritage.

Vision: An attractive, thriving and well-built community

6.5 Develop and implement an urban environment that enhances the desirable attributes of Maroondah to protect and value neighbourhood character, local history and cultural heritage.

6.7 Coordinate and advocate for the increased utilisation, longevity and availability of fit for purpose community facilities and spaces that meet local needs and act as key places for neighbourhood connection.

Vision: An inclusive and diverse community

7.11 Support and celebrate the unique cultural diversity, heritage and languages of communities in Maroondah.

7.12 Acknowledge, recognise, value and support our indigenous heritage, culture and communities.

Maroondah City Council: Council Plan 2017-2021 (2020/21 Update)

A vibrant and culturally rich community

3.3 Work in partnership to facilitate pop up events, local art installations and public art that celebrates the unique characteristics of Maroondah to enliven thriving neighbourhoods and vibrant activity centres.

3.4 Celebrate, promote and recognise indigenous culture through the arts to facilitate enhanced community respect, understanding and reconciliation.

3.6 Celebrate the local history, diversity, arts and produce of our community through a range of festivals, events, programs and activities.

3.7 Celebrate, value and recognise local history to facilitate enhanced community understanding and a broader appreciation of cultural heritage.

A thriving and well built community

6.5 Develop and implement an urban environment that enhances the desirable attributes of Maroondah to protect and value neighbourhood character, local history and cultural heritage.

6.7 Coordinate and advocate for the increased utilisation, longevity and availability of fit for purpose community facilities and spaces that meet local needs and act as key places for neighbourhood connection.

The Places We Live: Maroondah Housing Strategy, 2016

3.1 Review, evaluate, reaffirm and enhance the existing commitment to areas of special environmental quality in Maroondah.

3.1b Review Neighbourhood Character elements, including heritage, of the Jubilee Park area.

Maroondah Planning Scheme

Clause 21.04 Heritage

Objective 1: To identify and plan for the future protection, enhancement and appropriate use of heritage places in Maroondah.

Objective 2: To appropriately manage heritage resources, in order to preserve their historic integrity.

Objective 3: To promote heritage values throughout the municipality.

Clause 21.06 Built Form and Urban Design:

While the urban character of Maroondah has historically been influenced by individual dwelling design, varied building setbacks and the extensive use of vegetation, there is a trend within the current urban environment for standardised design and the removal of individual urban character.

Ringwood Metropolitan Activity Centre Masterplan, 2018

Objective 2.3: To continue to protect and promote the historical features of Ringwood MAC.

Strategy: Continue Council's Heritage Review to complement the heritage significance of sites within Ringwood MAC.

The heritage buildings and places identified in the Maroondah Planning Scheme require specific consideration in the design and development of land adjoining these places. The connection of these heritage items and their ongoing relationship in the context of new development in the MAC requires consideration through specific design provisions and built form outcomes.

Arts and Cultural Development Strategy 2020 – 2025:

The Arts and Cultural Development Strategy notes the importance of place and story in ways that we believe are relevant to the Heritage Action Plan:

Our sense of place is linked to our understanding of our environment and where we have come from. For more than 60,000 years the people of the Kulin nation have been the traditional owners of the area. Today, Maroondah is also home to Mullum Mullum Indigenous Gathering Place, which brings together community members from across the eastern region who have diverse Aboriginal and Torres Strait Islander histories.

There are many other histories and stories associated with Maroondah, and cultural diversity is increasing with newly arriving communities including the largest Burmese community in Melbourne's eastern region. Arts and culture can provide inspiring and transformative ways of raising awareness and building appreciation of all our peoples.

p2, Maroondah Arts and Cultural Development Strategy 2020 – 2025

1.5 Work in partnership with Indigenous artists and communities including Mullum Mullum Indigenous Gathering Place, on Indigenous-led arts projects which engage and connect across the broader community and support First Nations artists

1.6 Deliver innovative projects and exhibitions that explore issues, interests and values of importance to the Maroondah community such as the environment and cultural heritage

2.2 Explore opportunities to ensure that the Croydon Community Precinct and adjacent areas including Tarralla Creek include facilities and a programming model which celebrates cultural heritage and supports arts and cultural activation

2.7 Develop and extend the arts trail strategy – including Maroondah Art Trail and the Ringwood Urban Art Tour, and introduce a Croydon public art and heritage trail to promote local artists and showcase the unique character of areas within Maroondah, their communities and stories

3.5 Build a greater understanding of the visitor economy in Maroondah to inform the development of potential key cultural attractions and to strengthen effective marketing for the arts in Maroondah

3.9 Develop programming and promotional links between locally based arts product and broader metropolitan festivals and arts initiatives.

Challenges

In recent years Council has been increasingly identifying and protecting heritage places acknowledging that more work is required to help realise the Heritage Vision. This includes ensuring that Council meets best practice benchmarks in its ongoing identification, protection and management of heritage places. There is also a need to improve the wider community's understanding and appreciation of heritage and statutory controls. Accordingly this Heritage Action Plan sets out a clear pathway to overcome the current challenges, and outlines the benefits of doing so.

Section 4 – Strategic Objectives and Goals

The key strategic directions and goals to meet Council's Heritage Vision are summarised in the table below.

Strategic Objective	Goals
<p>1. Knowing: Identify and assess a broad range of heritage place-types, from across the municipality, which best illustrate the principal periods of development and important activities that shaped the City.</p>	<p>Once the reasons for a place's significance are assessed and understood, they will be communicated to owners and the wider community, and be used to guide sympathetic change.</p> <p>Property owners and potential purchasers will know the constraints and opportunities for development of certain properties or neighbourhoods, and have confidence that future ad-hoc introduction of new Heritage Overlay controls is unlikely.</p> <p>Council will avoid the expense and stress of ad-hoc assessment of threatened heritage places and planning scheme amendment to add single places to the Heritage Overlay.</p> <p>Heritage-related issues will be solved constructively with developers at the beginning of the planning application process.</p>
<p>2. Protecting: Places of confirmed local heritage significance will be safeguarded through statutory controls.</p>	<p>Investment of resources into the 'City of Maroondah Heritage Study Review' will be optimised by ensuring that all disputed HO listings can be considered at a single planning panel hearing, and none are demolished before this happens. There are substantial savings in costs and Council time in comparison with applying for emergency protection (an interim HO) and requesting multiple panel hearings for individual properties.</p> <p>The Planning Policy Framework translation will not weaken protection of Maroondah's heritage places. The upcoming Planning Scheme Review will serve as an opportunity to reconsider Maroondah's heritage-related policies and look to newly established best practice so the process enhances the correctness and effectiveness of Maroondah's heritage protection.</p>
<p>3. Supporting: The ongoing use and conservation of heritage places will be supported by Council policies and programs.</p> <p>Conservation of heritage places is integrated into innovative and sustainable solutions to urban design that preserves and enhances a sense of place.</p>	<p>Integration of heritage issues at the start of planning major urban designs or guidelines will ensure that the final design is enriched by the presence of heritage elements, instead of undermined when heritage issues are introduced at the end.</p> <p>Conservation of heritage places will contribute to the preservation and enhancement of a sense of place and individual character in Maroondah's neighbourhoods and activity centres.</p>

<p>4. Communicating, promoting and celebrating: The nature and importance of Maroondah's heritage places is well understood and appreciated by property owners and the wider community.</p> <p>Council and owners of heritage places have a clear understanding of statutory controls and their responsibilities.</p>	<p>Heritage place owners and the wider community will have a greater appreciation for Maroondah's heritage, including post-war heritage, and the need to protect it. Council will capitalise on the current widespread appreciation of Mid-Century heritage by showcasing its own examples.</p> <p>Heritage place owners will have a clear understanding of heritage controls, and also form a relationship with Council staff enhancing ongoing communication.</p> <p>Council will have a good understanding of the needs of heritage place owners and Council will tailor educational actions to this.</p> <p>Council will understand heritage controls and the importance that Council leads by example. Heritage issues will be a key part of decision-making.</p> <p>Recognition of cultural capital, in the form of heritage places, will nurture an existing sense of place and create places that people want to live in and visit. This in turn will generate cultural and economic activity, particularly creative businesses and services that gravitate to small-scale buildings in visually interesting areas.</p> <p>As part of the promotion and celebration of heritage, Council has a role in the identification and engagement with the community on the intangible aspects of heritage (such as person histories, story telling, cultural histories). The implementation of these initiatives are closely linked to the key Directions within the Arts and Cultural Development Strategy 2020-2025 in particular inclusion of Aboriginal/indigenous heritage and history, promoting local stories through arts, potential cultural tourism. Further initiatives include development and promotion of heritage trails; enhancement of Council's website heritage resources; investigation of ways to further promote Maroondah's cultural assets,</p>
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The key goals will be to educate about Maroondah's distinctive heritage, learn what the community values and how well they understand heritage controls, and find out those areas in which they need the most support. The engagement will target the wider community (with an emphasis on HO-property owners and heritage groups) as well as Council departments that deal with heritage places (both planning and asset management).

An approach will also be tailored for engaging with the Aboriginal community to understand the places they value and the approach they consider appropriate for those places. This will be developed in cooperation with relevant stakeholders within Council and State Government.

The outcome of this community engagement will be a better understanding and appreciation of heritage by the community and Council, as well as clarity about the greatest needs to support those who own and manage heritage places. This will enable Council to refine and prioritise the four years of the Heritage Action Plan, with the aim of meeting or exceeding standards of best-practice and in this way enriching Maroondah's cultural and urban-form resources. The preparation and implementation of a community engagement plan on heritage matters will further assist in establishing a dialogue with the community and building a solid foundation for implementation of the 'City of Maroondah Heritage Study Review' - Stage 2.

Section 5 – Action Plan

The actions required to implement the key strategic directions and goals are set out in the table below. These are spread across the four years of the action plan. High priority actions have been shaded.

Strategic Objective	No	Actions	Responsible	21/22	22/23	23/24	24/25
Knowing	1	Complete the Heritage Study Review to ensure the City has an excellent knowledge of the broad range of post-contact heritage places across the municipality, and that gaps in place-types and eras have been identified and addressed.	Integrated Planning	X	X		
	2	Consult with the community and work collaboratively with local historical societies and other key community groups to identify and document ongoing gaps in heritage significance as they arise and promote Maroondah's heritage more broadly. Further facilitate community consultation prior to initiating gap studies to identify places of importance to the community.	Integrated Planning	X	X	X	X
	3	Engage specialist heritage advice to undertake a preliminary review of the City's collection of civic objects to form an opinion regarding potential future conservation and management needs (if any). Investigate any potential sources of external funding to complete this action.	Arts & Cultural Development				

Strategic Objective	No	Actions	Responsible	21/22	22/23	23/24	24/25
	4	Review the recommendations of the study <i>Local Government & Cultural Collections in Victoria</i> (Museums Australia Victoria, 2016) to identify potential gaps in identification and future actions (if any).	Arts & Cultural Development				
Protecting	5	Once completed, implement the recommendations of the Heritage Study Review, ensuring that those places of heritage significance are appropriately protected during the consultation phase of implementation.	Integrated Planning	X	X	X	X
	6	Continue work with the heritage advisor to review and prepared updated planning scheme heritage policies. Ensure alignment with the Planning Policy Framework translation process. As part of the Planning Scheme Review further investigate mechanisms to guide development on properties adjoining heritage places.	Integrated Planning	X	X		
	7	Work with Council's Heritage Advisor to audit the correctness and quality of existing heritage overlay citations and statements of significance. Prioritise places for updating.	Integrated Planning		X	X	
	8	Make minor corrections to the Heritage Overlay Schedule and HERMES	Integrated Planning	X	X	X	X

Strategic Objective	No	Actions	Responsible	21/22	22/23	23/24	24/25
		database as issues become known.					
	9	Re-organise e-clip and electronic folders and develop procedures for citation management and updating to better align with heritage program needs and comply with best practice statutory records management.	Integrated Planning		X		
	10	Develop and formalise an internal procedure for Section 29A of <i>Building Act 1993</i> referrals. Prepare an information sheet for owners of identified potential heritage properties to provide them with an understanding and clarity of the Section 29A referral process.	Integrated Planning Stat Planning Building Comms & Engagement	X	X		
	11	Consider the need for identifying additional exemptions for planning permits associated with heritage places.	Integrated Planning Stat. Planning	X	X		
	12	Review and update where necessary the City's Standard Planning Permit Conditions relating to heritage decisions and development control.	Integrated Planning Stat. Planning	X	X		
Supporting	13	Develop heritage design guidelines for heritage places (to be objective-driven and performance-based versus mandatory controls) for inclusion in Clause 43.01-6 of the Maroondah Planning Scheme.	Integrated Planning	X	X		

Strategic Objective	No	Actions	Responsible	21/22	22/23	23/24	24/25
	14	Identify general heritage guidelines to assist landowners and property developers.	Integrated Planning	X	X		
	15	Support the operation of the Maroondah Heritage Reference Group.	Integrated Planning	X	X	X	X
	16	Better promote the availability of Heritage Victoria grants to qualifying heritage owners.	Integrated Planning Arts & Cultural Development	X	X	X	X
	17	Review and update (where necessary) heritage citations for Council owned/managed places. Identify priorities for the preparation of Conservation Management Plans (where required).	Integrated Planning Assets	X	X		
	18	Develop an integrated database of Council's heritage assets noting the level of heritage protection; reasons for significance; any cultural management plans and maintenance plans. Facilitate the integration of the database as part of the Council's Assets Department's internal process.	Integrated Planning Assets	X			
	19	Commission a report for each of Council's built heritage assets that itemises the original and replacement building fabric, assesses the relative significance of spaces and parts of the building, and sets out a cyclical maintenance plan to ensure the preservation of original	Integrated Planning Assets	X	X	X	X

Strategic Objective	No	Actions	Responsible	21/22	22/23	23/24	24/25
		fabric while avoiding the need for large-scale renovation works. Implement cyclical maintenance plans for Council's heritage assets.					
Communicating, promoting & celebrating	20	Carry out an engagement program, directed at heritage place owners, and the wider community. The aims of the program are to gauge understanding of heritage controls, provide information on why Maroondah's heritage should be celebrated, and provide information on how heritage controls work. From data gathered, consider priority issues and actions to help resolve issues. The engagement program is to be integrated with sharing and celebrating the stories and themes drawn out by the post-war thematic environmental history (prepared as part of the heritage gap study).	Integrated Planning Comms & Engagement Arts & Cultural Development	X	X	X	X
	21	Engage with Council Departments (Statutory Planning, Building, Engineering, Assets, Arts & Cultural Development) and local historical and heritage groups to identify the required assistance from Council's Heritage Advisor. Further ensure that appropriate heritage advice is obtained early in the planning for projects that	Integrated Planning	X	X	X	X

Strategic Objective	No	Actions	Responsible	21/22	22/23	23/24	24/25
		will directly or indirectly impact on heritage places.					

Tracking Our Progress

Responsibility for reviewing and monitoring of the Heritage Action Plan will be overseen by Council's Integrated Planning Department. The implementation of actions will rest with the relevant department, set out in the Action Plan, and be subject to future operational budgets for Council's consideration.

The Heritage Action Plan will be monitored annually. This monitoring will consider Council's business plans and initiatives to support priority heritage projects.

A full review is intended to occur every four years in line with the review of the Council Plan.

The success of the heritage program will be measured by reviewing the following indicators:

- Implementation of the Heritage Study Review in a single amendment process
- Participation in heritage events
- Feedback on heritage programs
- Extent of places protected
- Case studies on successful restorations and conservation process
- Positive and productive partnerships with key stakeholders
- A clear inventory of heritage objects and places in use by appropriate Council departments
- Up-to-date and correct HERMES database entries for Maroondah's heritage places
- Section 29A Referral process established
- Heritage guidance available in the Maroondah Planning Scheme, and in reference documents for use by Council officers and Heritage Overlay property owners
- Investigate and liaise with other Council departments to identify further improvements on standard process on consultation with local heritage groups in order to facilitate consideration of heritage matters in an integrated decision-making process
- Measures on the levels of community satisfaction and enjoyment of heritage places.

Glossary of Terms

MSS: refers to the Municipal Strategic Statement as set out in Maroondah Planning Scheme.

<https://www.planning.vic.gov.au/schemes-and-amendments/browse-planning-scheme/planning-scheme?f.Scheme%7CplanningSchemeName=Maroondah>

(Please note that Amendment VC148 to the Victorian Planning Provisions (VPP) introduced the structure and framework of the Planning Policy Framework 'PPF' but it did not translate the local planning policy into the framework. The next step in the PPF translation will be the removal of the Local Planning Framework and integration into a combined Planning Policy Framework that includes State, regional and local policy.)

Burra Charter: The Burra Charter: Australia ICOMOS Charter for Places of Cultural Significance, 2013 (Burra Charter) and the associated series of Practice Notes provide a best practice standard for managing cultural heritage places in Australia.

Hermes: Refers to Heritage Management electronic system

Thematic Environmental History:

A Thematic Environmental History sets out the key themes that have influenced the historical development of the municipality. It is meant to explain how and why the municipality or study area looks like it does today. (*Heritage Victoria Model Consultants Brief for Heritage Studies*, January 2010 and *Australia ICOMOS Burra Charter*, 1999.)

Maroondah Heritage Action Plan – Consideration of Feedback from Maroondah’s Heritage Reference Group - August 2021

No.	Heritage Reference Group Member	Summary of Issues	Response and Recommendation	Record e-clip Reference
1		<p>1. Concept that “heritage” is wider than “places.” I am sure the chairperson said that in Terms of reference 2 “places” would be altered to “assets.” This of course raises the broad issue of what is Heritage, and how does it both complement and contrast with History.</p>	<p>1. Agreed that the Plan extends to collections, and this should be expressed clearly. As this term “assets” is not used as frequently in heritage, and might not be clear to everyone,” NS</p> <p>FURTHER ACTION A. Action Plan to be amended to “places and other heritage assets.”</p>	<p>21/231382 21/231362</p>
2		<p><i>Critical Evaluation of the Heritage Action Plan</i></p> <p><u>Section 1 Background:</u></p> <p>2. It is incorrect to cite the MCC-HAP as a “Cultural” Heritage Action Plan as there are other assessment criteria beyond “cultural”, as defined in the latest Burra Charter.</p> <p>3. Indigenous heritage should not be mentioned.</p>	<p>2. While “cultural heritage” is often used to refer solely to Aboriginal heritage (e.g. CHMPs are for Aboriginal heritage), the Burra Charter (rev. 2013) refers to “cultural heritage” as an overarching term differentiated from “natural heritage”. Cultural heritage is then broken down into a number of “values”, including aesthetic, historic, scientific, social and spiritual value. These values have lead to the formulation of heritage assessment criteria such as HERCON. It is appropriate to refer to “cultural heritage” in regard to pre- and post-contact human heritage.</p> <p>3. There was mention at the last HRG meeting that Aboriginal heritage is covered by different legislation than post-contact heritage, and this is perhaps behind the comment that it should not be included in this document. However, there are many pieces of legislation that impact heritage places (and assets), including the Planning and Environment Act, the Heritage Act, the Aboriginal Heritage Act, the Building Act, etc. Maroondah City Council is bound by all of these acts and should address all types of heritage affected by them. The siloisation of heritage is an ongoing problem, which we should not be perpetuating. For example, the National Heritage List and the World Heritage List encompass both pre- and post-contact heritage.</p>	<p>21/231387</p>

Maroondah Heritage Action Plan – Consideration of Feedback from Maroondah’s Heritage Reference Group - August 2021

No.	Heritage Reference Group Member	Summary of Issues	Response and Recommendation	Record e-clip Reference
		<p>4. Objection raised to suggestion: Maroondah’s cultural heritage is derived from geology and landscape.</p> <p>5. Delete spin words at the bottom of page 1. They are irrelevant to the plan.</p> <p>6. Question on identification and priorities of work.</p> <p>7. Footnote : additional details needed.</p> <p>8. Lack of definition of Municipal Strategic Statement.</p> <p>9. What is Maroondah’s heritage is ill defined.</p>	<p>4. The concept of “cultural landscapes” encompasses the natural world (geology and landforms) and how humans have used and engaged with it. For example, geology determined that Maroondah was a good area for agriculture.</p> <p>5. This is derived from Council’s community vision and is part of Council’s corporate templates.</p> <p>6. The identification of priorities is used to help bring action items forward. Also assists with detailed Council Officer work planning.</p> <p>7. The full citation for the Burra Charter is provided in footnote 3.</p> <p>FURTHER ACTION</p> <p>B. Better to have full citation in footnote 1, and partial in 3.</p> <p>8. Noted. Also noting that the local Planning Policy Framework (LPPF) is currently being reviewed in accordance with DELWP requirements.</p> <p>FURTHER ACTION</p> <p>C. Include definition on MSS in glossary section of Action Plan. Provide a link to the MSS</p> <p>9. The definition can be expanded as suggested by Heritage Reference Group.</p> <p>FURTHER ACTION</p> <p>D. Amend definition of heritage to include preferred wording from the HRG</p>	

Maroondah Heritage Action Plan – Consideration of Feedback from Maroondah’s Heritage Reference Group - August 2021

No.	Heritage Reference Group Member	Summary of Issues	Response and Recommendation	Record e-clip Reference
		<p>10. Requests copy of Simon’s Post WWII architectural study. While it is valid that work needs to be done to include heritage assets from this era but not at the expense of pre WWII assets.</p> <p>11. Question’s the relevance of including Maroondah’s Strategic Framework.</p> <p>12. The Heritage Overlay is out of date and hasn’t assessed assets with the new criteria of the Burra Charter.</p>	<p>10. The previous study (2003) covered all periods, but emphasis was on pre-WWII. Do HRG members believe that there are a substantial number of pre-WWII places that still warrant assessment, or is it that the old citations and SoSes need revision?</p> <p>Noting that in the past five years Council has undertaken place based heritage studies including Amendment C116maro - Jubilee Park which identified a number of heritage precinct representing inter war period (Ellison Street; Haig Street; Kendall heritage Precincts) and a number of site specific properties.</p> <p>It is also relevant to highlight that as part of the Heritage Study Review 2020 although the primary focus of stage 2 of the study was to assess and document places post WW2, Stage 1 of the Study involved identifying all places within the municipality of potential heritage significance irrespective of a specific architectural period. As such stage 1 of the review resulted in an audit or master list of all places of potential significance. Noting also Action 2 of the Heritage action Plan refers to the need “to identify and document ongoing gaps in heritage significance.”</p> <p>11. Maroondah’s Strategic Framework provides an explanation of the context for day to day implementation of the Action Plan – particularly as it relates to other key Council strategic documents..</p> <p>12. The Burra Charter values are the basis for heritage assessment criteria but are not used for this directly. Previously, the Register for the National Estate (RNE) criteria were used for this purpose, and now the very similar HERCON criteria. Agreed that the 2003 Heritage Study did not refer directly to the RNE criteria, but they do use the same language, eg, “historically significant” and “socially significant”. While it is agreed that old place citations that lack detail can be problematic, especially at VCAT, the lack of reference to specific heritage criteria is a minor issue. Refer to Action No. 7 of the Action Plan which addresses this issue.</p>	

Maroondah Heritage Action Plan – Consideration of Feedback from Maroondah’s Heritage Reference Group - August 2021

No.	Heritage Reference Group Member	Summary of Issues	Response and Recommendation	Record e-clip Reference
		<p>13. It is well known that Heritage Overlay does not protect heritage assets to any great degree. The obligations are minor and poorly policed.</p> <p>14. Questions the relevance/ significance in Council's assessments of referring to commercial area characterised by small scale older buildings as contributing to social and economic outcome measures.</p> <p>Section 2- Council's heritage vision</p> <p>15. Questions the evidence to support the statement: <i>the City of Maroondah will become an example of best practice heritage conservation.</i></p> <p>Section 3- Strategy Context</p> <p>16. Questions how the directions are being achieved e.g Clause 21.04 Heritage Objectives 3. The statement is very subjective</p> <p>Section 4 - Strategy objectives and goals</p> <p>17. Generally good, if achieved.</p>	<p>13. No level of heritage protection is perfect, even places on the Victorian Heritage Register are demolished or substantially altered at times. While the Heritage Overlay is rarely applied with Internal Alteration Controls, it can provide a good level of protection to the external form and character of heritage places. The heritage overlay is soon to be strengthened by new parliamentary legislation that will strongly combat demolition by neglect.</p> <p>14. Council's commitment to 20 minute neighbourhood projects and the potential initiatives to promote valued heritage assets within these local neighbourhood centre This is an <i>aspiration</i> for Maroondah, and the Heritage Action Plan is intended to lead to it. In terms of "best-practice" this is based in part on the markers identified in the State of Heritage Review.</p> <p>15. This is an <i>aspiration</i> for Maroondah, and the Heritage Action Plan is intended to lead to it. In terms of "best-practice" this is based in part on the markers identified in the State of Heritage Review.</p> <p>16. This section has been provided to inform the community about what is already in Maroondah's Planning Scheme. While Cl. 21.04 contains a number of broad aspirations, the HAP is intended to show how they will be accomplished. The Local Planning Policy Framework (part of the Maroondah Planning Scheme) is currently being updated and the Maroondah Planning Scheme review will also identify any further changes required.</p> <p>17. Noted</p>	

Maroondah Heritage Action Plan – Consideration of Feedback from Maroondah’s Heritage Reference Group - August 2021

No.	Heritage Reference Group Member	Summary of Issues	Response and Recommendation	Record e-clip Reference
		<p>18. Objective 4 : should not single out post war heritage (WWI, Vietnam, WWII). Delete the paragraph on cultural capital as it bears no association with heritage assessment.</p> <p>Section 5- Action Plan</p> <p>19. Questions the 4 year plan. Some actions have no time lines.</p> <p>20. No budget cost shown</p> <p>21. No involvement from heritage organisations, this is essential to assess cultural significance.</p> <p>22. No measure of effort is included as far a people involved and time taken.</p> <p>23. Questions monitoring, and review measures and the effect of the group to impact the Action Plan</p> <p>24. Questions to the approval process</p> <p>25. Query regarding the community engagement with the Action Plan.</p>	<p>18. There is an upcoming PS amendment that is solely in relation to post-WWII places, so it is appropriate to focus on community understanding of this period at present. The reference to “cultural capital” is pertinent for urban planning in Maroondah. This HAP is intended to address all activities and services at Council that interact with heritage, not just the identification and assessment of places.</p> <p>19. All actions will be given timeframes prior to completion. This will be done in consultation with the various council departments involved. Actions are expected to have their own project plans with timelines prepared.</p> <p>20. Relevant budget bids will be made once the HAP has been adopted by Council.</p> <p>21. Agreed that <u>social significance can only be assessed in consultation with heritage groups and the wider community, and that historical societies are extremely valuable sources of information for many heritage assessments. This is reflected in Action 2 of “Knowing” and the establishment of the HRG.</u> Where else do they think this should be mentioned? Consultation is “in built” into each separate action of the Plan depending on need.</p> <p>22. Subject to internal Council project scoping/project management</p> <p>23. Council is strongly committed to supporting the HRG. The Heritage Reference Group Terms of Reference highlight the advisory/consultative role of the group.</p> <p>24. The role of the group is set out within the TOR.</p> <p>25. The overall Heritage Action Plan is being consulted with internal departments Individual actions within the Heritage Action Plan will undergo separate community consultation as required.</p>	

Maroondah Heritage Action Plan – Consideration of Feedback from Maroondah’s Heritage Reference Group - August 2021

No.	Heritage Reference Group Member	Summary of Issues	Response and Recommendation	Record e-clip Reference
		26. Considerable work required to update HERMES with little benefit.	26. Agreed that the HERMES software is out of date and cumbersome to use. It does, however, provide an invaluable centralised database for the state. Heritage Council and Heritage Victoria are currently investing money in updating it. The PPN applying the heritage overlay require that all heritage citation being retained in HERMES for public access.	
3		<p>27. Page 4 Function of HO- limitations to protect unsympathetic development to occur immediately adjacent to such heritage (eg Ringwood Station; Clock Tower) Suggestion for need to include further provisions within Ringwood MAC as a high threat area to guide design of adjacent developments to heritage areas. How can a DDO of land adjoining heritage places in the MAC be addressed?</p> <p>28. Under the section why is a Heritage Action Plan necessary? Issued with 2003 heritage study is that a large portion of places were identified by the heritage consultant but not protected by Council. (Ringwood RSL, Ringwood Uniting Church 30 Bedford Road Ringwood) : Need to ensure processes are in place to maximise protection of identified places drawn upon consultation provided from HRG and Ringwood & District Historical Society.</p>	<p>27. The Maroondah Planning Scheme Review is currently being undertaken and is a key mechanism to explore this option.</p> <p>Further Action: E. As part of the Planning Scheme Review further investigate mechanisms to guide development on properties adjoining heritage places.</p> <p>28. As noted in response item 9: In the past five years Council has undertaken place-based heritage studies including Amendment C116maro - Jubilee Park which identified a number of heritage precinct representing inter war period (Ellison Street; Haig Street; Kendall heritage Precincts) and a number of site specific properties. It is also relevant to highlight that as part of the Heritage Study Review 2020 although the primary focus of stage 2 of the study was to assess and document places post WW2, Stage 1 of the Study involved identifying all places within the municipality of potential heritage significance irrespective of a specific architectural period. As such Stage 1 of the review resulted in an audit or master list of all places of potential significance. Noting also Action 2 of the Heritage action Plan which refers to the need “to identify and document ongoing gaps in heritage significance.”</p>	21/231435

Maroondah Heritage Action Plan – Consideration of Feedback from Maroondah’s Heritage Reference Group - August 2021

No.	Heritage Reference Group Member	Summary of Issues	Response and Recommendation	Record e-clip Reference
		<p>29. Noting the consequences of failures to protect identified heritage places. Further noting that adequate protection also avoids undue costs later in the process when the community advocate for retention of a heritage place.</p> <p>30. The Council processes of considering heritage issues during the planning process is extremely important and strongly supported. Failure to consider these issues before major planning projects risks further loss of heritage elements of Maroondah and undermines Council's heritage values and planning processes.</p> <p>31. Page 11 direction 3 -“ Integration of heritage issues at the start of planning major urban designs or guidelines will ensure that the final design is enriched by the presence of heritage elements, instead of undermined when heritage issues are introduced at the end.” This goal is extremely important and strongly supported.</p> <p>32. Suggests that to enhance integration of heritage issues at the start of major planning projects increase community consultation: eg Heritage Reference Group, Historical Society, broader community views.</p>	<p>29. Noted.</p> <p>30. Agree. One of the purposes of the Heritage Action Plan is to ensure that all areas of Council are aware of heritage objectives and heritage matters are included as relevant considerations in an integrated decision-making process.</p> <p>31. Acknowledge that there are gaps. The process of gap studies should incorporate community consultation at the start of the process to identify places of importance to the community.</p> <p>Further Action F. Include reference to community consultation prior to initiating gap studies to identify places of importance to the community.</p> <p>32. Noted. As per further Action above.</p>	

Maroondah Heritage Action Plan – Consideration of Feedback from Maroondah’s Heritage Reference Group - August 2021

No.	Heritage Reference Group Member	Summary of Issues	Response and Recommendation	Record e-clip Reference
		<p>33. Issue with low community awareness of development impacting heritage places. The lack of awareness leads to lack of opportunity to provide feedback on developments impacting places of heritage significance. Suggests measures 1. Actively engage with Heritage Reference Group about proposed projects that have implications for heritage places, actively engage with historical society and other community stakeholders. 2. When advertising proposals be explicit about proximity to a heritage place.</p> <p>34. Suggests some additional measures of success of the heritage program: community satisfaction and enjoyment of heritage places, e.g., community use of places such as Federation Estate, Wyreena, and community attachment to certain heritage icons, enhancement of sense of connection to place.</p>	<p>33. Noted</p> <p>FURTHER ACTION G. Update Heritage Action Plan (Action 21)- ensure that appropriate heritage advice is obtained early in the planning for projects that will directly or indirectly impact on heritage places.</p> <p>34. Agreed.</p> <p>Further Action H. Advertising to local heritage groups. This action can be further investigated to ensure that it is instituted as a standard procedure.</p> <p>Further Action I. Include level of community satisfaction as a measure of “tracking our process.”</p>	
4		<p>35. p. 4 ‘The Role of Local Government in Heritage Conservation’ Heritage Victoria’s remit is much larger than just built heritage places of state significance. I’d suggest including heritage landscapes and objects as well in this sentence. There are large numbers of botanical gardens, parks and trees included in the VHR as well</p>	<p>35. Agreed that the Heritage Act also protects heritage landscapes and objects, and this should be added.</p> <p>FURTHER ACTION J. Edit sentence in Page 4 of the Action Plan- section “The role of local government in Heritage conservation” 3rd paragraph</p>	21/231481

Maroondah Heritage Action Plan – Consideration of Feedback from Maroondah’s Heritage Reference Group - August 2021

No.	Heritage Reference Group Member	Summary of Issues	Response and Recommendation	Record e-clip Reference
		<p>as objects as esoteric as the Chinese dragon Loong. This last sentence is just for background, not inclusion.</p> <p>36. p.5 There are only two places in Maroondah included in the VHR (Ringwood Railway Station and the Croydon Maternal and Child Health Centre. The third registration is a pipe organ (Merklin-Schutze Pipe Organ) which is registered as an object, not a place.</p> <p>37. Overall the document is fine</p> <p>38. Questions the emphasis on post war cultural heritage described as mid-century modernism. The inter-war period is one which has not really been properly interrogated to date with some areas such as the development of central Croydon, including areas such as the Monastery Hill/Alto Avenue environs not thoroughly enough reviewed, or the Golf Links Estate where, as we would be aware demolition of large interwar properties has occurred in very recent times.</p>	<p>36. This distinction should be made – there aren’t three “properties” in the VHR, but two places and one object.</p> <p>FURTHER ACTION</p> <p>K. Correction to be made- page 5; 1st paragraph: “...three <u>two</u> are in the VHR and the rest are individual HO places or are located in one of 13 HO precincts</p> <p>37. Noted.</p> <p>38. There are some interwar places/precincts that have been considered as part of the studies. Action 2 acknowledges that there are further places to be investigated.</p>	
6		<p>39. Confusing document. Fails to clearly define its objectives in plain English. This is exemplified by statement regarding mid-century modernism as becoming one of the most embraced periods of architecture... Mid-century modernism is not defined. What is its focus?</p>	<p>39. Definition of Mid-Century Modernism can be added, and it can be made clearer that this is one example of the types of buildings constructed after WWII.</p> <p>FURTHER ACTION</p>	21/231465

Maroondah Heritage Action Plan – Consideration of Feedback from Maroondah’s Heritage Reference Group - August 2021

No.	Heritage Reference Group Member	Summary of Issues	Response and Recommendation	Record e-clip Reference
		<p>40. Agrees that much can be done to apply protection to post war development, but so too there is much to explore and identify on pre-war development. Is pre-war heritage explicitly excluded?</p> <p>41. Supports the reference that the plan is a clear statement of council's commitment on heritage protection priorities and council leading by example in ensuring Council owned heritage places are approached with the same respect and care as required of private owners. Expects the community will demand this sentiment is adhered to in relation to certain mooted developments around Ringwood station</p> <p>42. Re page 6 to demonstrate that all is not lost in central Ringwood is to afford heritage protection to Midway Arcade and encourage adaptive reuse,</p> <p>43. Concurs with four strategic objectives, but goals lack definition: -Some goals streamline heritage process for outcomes as diverse as making it more cost effective for Council and fairer to owners,</p>	<p>L. Include further explanatory text to provide rationale of post war heritage example as growing appreciation of this era of architecture.</p> <p>40. Noted and acknowledge that further gap studies might be required to address geographical or typological gaps.</p> <p>41. One of the principal goals of the HAP is to get whole-Council buy-in to value and protect heritage places and take them into account across relevant Council service delivery.</p> <p>42. Noted</p> <p>43. Whilst post war places are focus at the moment to implement the heritage study, the action plan applies to heritage places of all ages. This is exemplified by the actions in the HAP that don't make any specific reference to post war.</p>	

Maroondah Heritage Action Plan – Consideration of Feedback from Maroondah’s Heritage Reference Group - August 2021

No.	Heritage Reference Group Member	Summary of Issues	Response and Recommendation	Record e-clip Reference
		<p>Goals do not clarify whether the Heritage Action Plan is limited to an addition of “mid century modernism” properties or will extend to a review and update of the existing list of heritage properties or other more recent properties.</p> <p>44. Goals should be expanded to specifically require the input of residents and community groups who are the real arbiters of what constitutes heritage in Maroondah.</p> <p>45. Strongly supports the indicators of success of heritage program.</p> <p>46. Identifies another important measure of success of a heritage program is community satisfaction and enjoyment of heritage places.</p>	<p>44. Noted. Further Action Identified in item 3734</p> <p>45. Noted</p> <p>46. Indicator recommended for further action-item 3734</p>	



Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031





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Executive summary

The *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031* is Council's key social environment strategic plan that describes how Council and partners will work towards achieving enhanced community wellbeing, liveability and resilience over the next 10 years.

The strategy outlines a vision for the future social environment of the municipality supporting the desired outcomes and key directions within *Maroondah 2040 - Our future together*. Through this Strategy and supporting action plans, Council and its partners will work towards a common agenda that is evidence informed and community driven.

In addition, Council also has a range of other supporting strategic documents that guide service delivery for particular population cohorts, age groups, enabling activities and community issues. These include strategic documents in relation to children and families, youth, ageing residents, people with a disability, gender equity, arts and culture, reconciliation, physical activity, affordable housing and gambling.

In accordance with the *Public Health and Wellbeing Act 2008*, Council must prepare a health and wellbeing planning document every four years, within 12 months of general council elections. The *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031* meets these statutory requirements and replaces the previous *Maroondah Health and Wellbeing Plan 2017-2021*.

The *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031* has been developed through extensive community engagement, stakeholder consultation, and background research. This work has helped to inform areas of population health that are key priorities to address, community aspirations and needs and gaps in service provision and support within our community. The impacts of the global coronavirus (COVID-19) pandemic on the Maroondah community have also been considered to incorporate long-term directions for community recovery. Details on the background research findings and community engagement input can be found in the *Maroondah Liveability Wellbeing and Resilience Strategy Background Report - July 2021*.

The background research and community engagement has led to a broadened perspective of community health that incorporates three broad community outcomes of: community liveability, wellbeing and resilience. These three outcomes are heavily inter-related with interventions or issues in one outcome area having corresponding impacts on the others.

To support the efforts towards these three inter-related community outcomes, a set of six focus areas are identified: healthy lifestyles, liveable neighbourhoods, safe communities, social inclusion, embracing diversity and social harms.



Council will continue to play a key role in leading work on each of the six focus areas and partnering with and supporting the community to achieve the vision statements identified over the next 10 years. Partnerships between a wide range of community service agencies, community organisations and groups, and community members will be vital in implementing the *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031*.

To articulate the specific actions of Council in working towards the key directions in this strategy, a number of integrated action plans will be developed/reviewed and implemented. These associated action plans will highlight the short-medium priorities of Council in working towards the strategy and be reviewed regularly during the its lifespan to ensure they are responsive to community needs.

The *Maroondah Liveability Wellbeing and Resilience Strategy 2021* provides a clear framework and common agenda for Council and its partners to collectively work towards over the next 10 years to enhance the liveability, wellbeing and resilience of our community.

Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031

A message from our Councillors

We are pleased to present the *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031*.

The strategy is Council's key social environment strategic plan that describes how Council and partners will work towards achieving enhanced community wellbeing, liveability and resilience over the next 10 years.

In 2031, Maroondah will be a liveable, healthy and resilient community where everyone can belong, thrive and grow.

The strategy is guided by the community vision for Maroondah as outlined in *Maroondah 2040 - Our future together*.

The Maroondah 2040 Community Vision was first adopted in 2014 following extensive community and stakeholder consultation, and more recently refreshed to ensure ongoing alignment with emerging trends, community needs and aspirations. The Vision is the foundation from which Council shapes all of its long-term plans for the municipality.

The *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031* has been developed through extensive community engagement, stakeholder consultation, and analysis of factors that influence the health, wellbeing, liveability and resilience of the Maroondah community.



(L-R) BACK: Cr Tony Dib OAM JP; Cr Suzy Stojanovic; Cr Paul Macdonald; Cr Nora Lamont; Cr Rob Steane;
(L-R) FRONT: Cr Tasa Damante; Cr Marijke Graham; Cr Mike Symon; and Cr Kylie Spears

The past 18 months has seen significant impacts of the global coronavirus (COVID-19) pandemic on the Maroondah community, including social impacts affecting community health and wellbeing. This strategy seeks to incorporate long-term directions for community recovery, building upon the *COVID-19 Recovery Plan* adopted in early 2021.

Council's contribution to delivery of this strategy will be highlighted in a range of supporting action plans, including those with a focus on health and wellbeing, disability, and active and healthy ageing.

These action plans will be revised periodically to enable adaptation to emerging community needs and aspirations over its lifespan.

Through the implementation of this strategy and associated action plans, Council will continue to take a lead role in ensuring our city remains a great place to live, work, play and visit.

Acknowledgment of Country

We, in the spirit of Reconciliation, acknowledge the Wurundjeri People of the Kulin Nation as Traditional Custodians of the land now known as the City of Maroondah, where Indigenous Australians have performed age old ceremonies. We acknowledge and respect their unique ability to care for Country and their deep spiritual connection to it. We pay our respects to their Elders, past, present and emerging.

Framework

Our Vision

In 2031, Maroondah will be a liveable, healthy and resilient community where everyone can belong, thrive and grow.

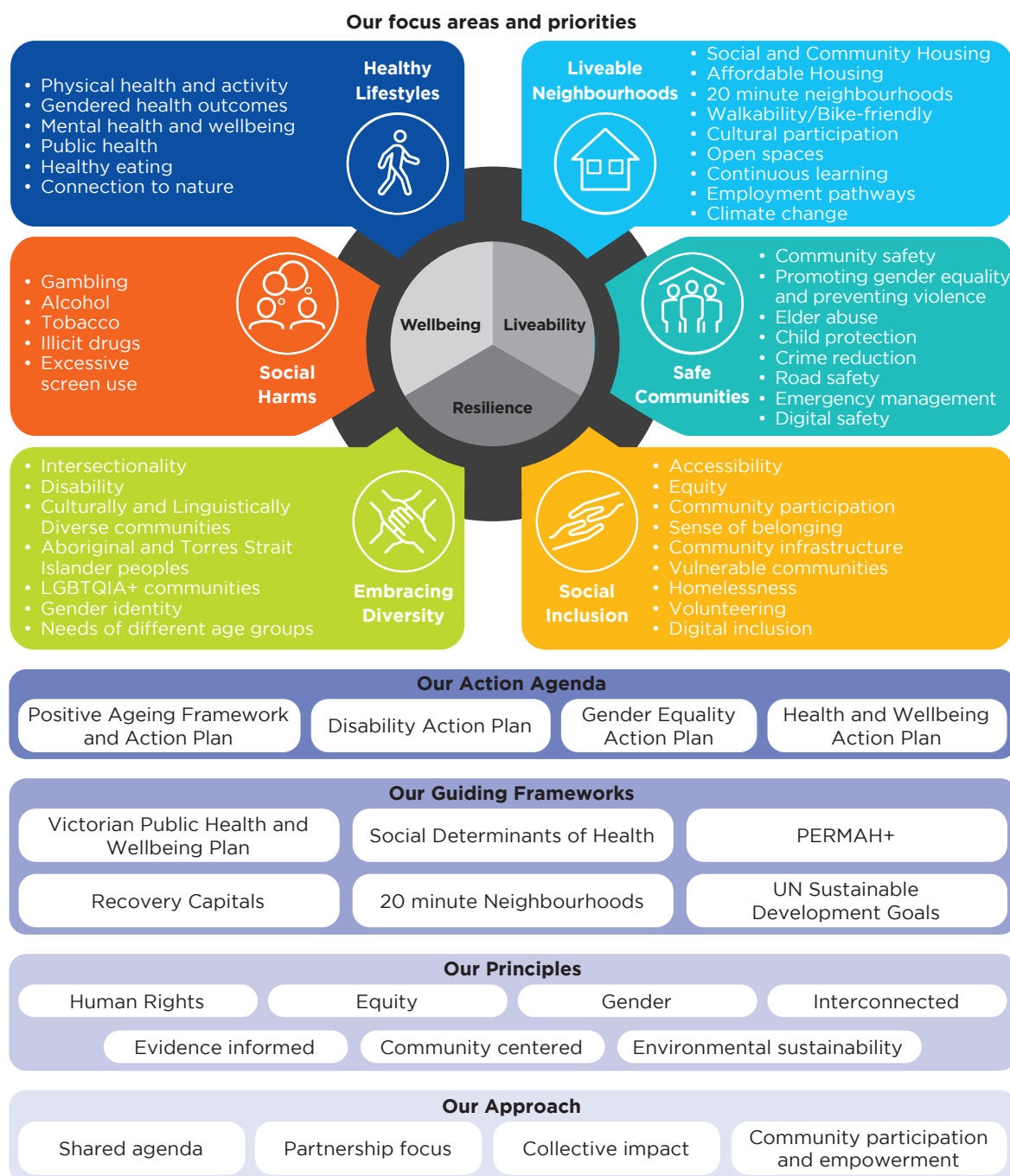


Figure 1. Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 Framework

Background

Our city

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east, 22 kilometres from the Central Business District. The area is a substantially urban residential municipality, with an estimated population of 119,401 residents and 47,021 households with an average of 2.54 people per household.

The first settlers to the area prior to European colonisation were the Wurundjeri People of the Kulin nation approximately 60,000 years ago. The Wurundjeri People have a deep spiritual connection to the land and a unique ability to care for Country.

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.

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

Almost 9,700 businesses operate within the city, with over 97% of these being small businesses employing less than 20 people. The majority of businesses are in the construction, property and business services; finance and insurance; retail trade; and manufacturing sectors.

Compared with metropolitan Melbourne, Maroondah has a slightly higher proportion of residents aged 50 and over and a lower proportion of residents aged between 20 to 34 years. Maroondah is an increasingly culturally and linguistically diverse community. Nearly one in four Maroondah residents were born overseas. The most common countries of birth for overseas residents are England, China, India, Myanmar and New Zealand.



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

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 40km of shared trails, including the Mullum Mullum Creek Trail, the EastLink Trail, the Tarralla Creek Trail and the Dandenong Creek Trail.



Strategic context

About the *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031*

The *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031* is a long-term strategic plan that holistically outlines a vision for the future social environment of the municipality supporting the desired outcomes and key directions within *Maroondah 2040 - Our future together*. Through this strategy and supporting action plans, Council and its partners will continue to strive towards enhancing the liveability, wellbeing and resilience of our community.

The strategy, along with the supporting Health and Wellbeing Action Plan 2021-2023 is also a statutory document that has been prepared in accordance with requirements set out in the *Public Health and Wellbeing Act 2008*. This Act requires Council to prepare a health and wellbeing planning document every four years, within 12 months of general council elections.

The Act requires that this document describes how Council and its partners will work towards achieving maximum health and wellbeing for our community over the next four years.

The Act requires that the plan must:

1. Include an examination of the data about health status and health determinants in the municipal district.
2. Identify goals and strategies based on evidence for creating a local community in which people can achieve maximum health.
3. Provide for involvement of people in the local community in the development, implementation and evaluation of the public health plan.
4. Specify how Council will work in partnership with the Department of Health and other agencies undertaking public health initiatives, projects, and programs to achieve the goals identified in the plan.
5. Be consistent with the Council Plan and the Municipal Strategic Statement.

The *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031*, along with the supporting *Health and Wellbeing Action Plan 2021-2023* meet these statutory requirements and replace the previous *Maroondah Health and Wellbeing Plan 2017-2021*.



What we mean by community wellbeing, liveability and resilience

A key purpose of this key social environment strategy is to integrate and align the broad domains of community health, wellbeing, liveability and resilience. Whilst historical health planning in local government has focused primarily on the social determinants of health, it is increasingly recognised that wellbeing, liveability and resilience all play key interrelated roles in enabling people to live their best lives.

Wellbeing

Wellbeing is a concept that encompasses how social, economic, environmental, cultural, and political conditions are key for people to flourish and fulfil their potential. While there are many definitions and models of wellbeing, the World Health Organisation (WHO) considers wellbeing as a state in which every individual realizes their potential, can cope with normal stresses of life, can work productively and fruitfully and is able to make a contribution to their community.

Wellbeing has been measured both subjectively and objectively. Subjective wellbeing is based on how an individual evaluates their life and is determined by their measurement of domains such as standard of living, personal health, achievements in life, personal relationships, personal safety, community connectedness, future security, and spirituality/religion. Objective wellbeing focuses more on measuring the observable conditions that affect an individual's life such as life expectancy, income, nutrition, employment, education and democratic participation.

Wellbeing can be considered a state of equilibrium that balances physical wellbeing, resources, psychological wellbeing, good relationships, and freedom and effectiveness in action. This 'state of equilibrium' or balance can be affected by life events and challenges. Stable wellbeing is achieved when individuals have the psychological, social and physical resources they need to meet a particular psychological, social and/or physical challenge. In more recent years, wellbeing has been considered and measured across age group cohorts, different geographic scales and population groups.

Council's background research, data analysis and community engagement highlighted five key wellbeing areas of focus in Maroondah: community safety, healthy lifestyles, social inclusive communities, open space, and environmental sustainability.

Liveability

Liveability links the importance of place to community health and wellbeing, sustainability and productivity through consideration of how natural and built environments, including availability and access to amenities, can support people living their best life. The concept of 'liveability' is experienced differently by various population groups and liveability varies over time. At an individual level, liveability can be the extent to which we enjoy the quality of life afforded by the place we reside; whilst at a community level it can reflect the degree to which a city offers the opportunities or groups to enjoy its attributes.

Council's research for this strategy has identified the key factors that contribute to the liveability of a community. These include: the shared physical features of the natural built and economic environment; the availability of healthy environments for home, work and play; the services provided to support people in their daily lives; the socio-cultural features of a place including social cohesion and safety; and the perceived reputation of an area. Examples of key contributors to community liveability include: employment, food, housing, public open space, transport, walkability, and social infrastructure.

The liveability of a place contributes to the desirability and attractiveness of that place and has both a direct and indirect influence on community health and wellbeing. Liveable communities create conditions that can optimise health and wellbeing outcomes for people by influencing the social determinants of health. The Australian Prevention Partnership Centre identifies the following domains of liveability that contribute to the health and wellbeing of a community: crime and safety; education; employment and income; health and social services; housing; leisure and culture; local food and other goods; natural environments; public open space; transport; and social cohesion and local democracy.

Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031

Examples include the provision of supportive infrastructure; creating a 'sense of community' and social support; reducing crime rates and fear of crime; facilitating education opportunities and providing access to open space.

Council's background research, data analysis and community engagement highlighted six key liveability areas of focus for Maroondah: alcohol environments, food environments, community connectedness, employment, open space and housing.

Resilience

Resilience is a concept that has emerged increasingly over the last decade to describe a desired state to cope effectively with challenging events for individuals, households, communities and organisations. Individual resilience refers to the ability to cope with whatever life throws at you; whilst collective community resilience relates to how you can adapt, survive and thrive no matter what kind of chronic stresses and acute shocks are experienced.

Resilience is a concept that can help us to understand how people and communities cope in the face of change and uncertainty. It is referred to as a strength or quality that can be learned and developed in order to respond or behave in a certain way. It can be measured against seven community resilience characteristics of being: safe and well; connected, included and empowered; a dynamic and diverse local economy; sustainable built and natural environment, culturally rich and vibrant; democratic and engaged; and reflective and aware. Communities that are resilient typically have a strong economy, good access to services and infrastructure, ample quality open space environments, low rates of crime, positive social interaction and inclusion, strong institutions and governance, and positive leadership.

Resilience can be built by reducing vulnerability and exposure, and empowering people so they are resourced and enabled. Strengthening our wellbeing (e.g. physical and mental health), connection (e.g. personal networks and relationships to the neighbourhood), knowledge (e.g. local and shared knowledge) and security (e.g. adequate shelter and personal safety) can increase our resilience.

Council's background research, data analysis and community engagement highlighted a broad range of social, built, natural and economic environment areas of focus to enhance community resilience in Maroondah. Some examples include: ensuring construction is well designed and accessible; maintaining opportunities for social inclusion and connection; and nurturing vibrant local businesses.

Relationship between wellbeing, liveability and resilience

The three concepts of wellbeing, liveability and resilience are heavily inter-related with interventions or issues in one area having corresponding impacts on the others.

For the purpose of this strategy:

- Wellbeing is considered to have a more individual focus on physical, mental and emotional health with an emphasis on how we as people respond to external influences on our lives.
- Liveability is a more outwardly focused way of considering how we collectively relate to our physical and social spaces where we live; and
- Resilience-building is the process of developing both wellbeing and liveability, and therefore becoming more adaptable to our changing lives and world.



The role of local government in facilitating community wellbeing, liveability and resilience

Local government is uniquely placed and plays a particularly important role in enhancing community health and wellbeing, liveability and resilience.

Historically local governments have had responsibility for delivering community services such as immunisation, early years and childcare services, youth and aged care services; regulating behaviour in public places and the handling of food; disposing of waste; building community facilities; and maintaining our public places and spaces.

These roles are increasingly more dynamic and require councils to work collaboratively with partner agencies to collectively shape community wellbeing, liveability and resilience at individual, neighbourhood, municipal and regional levels.

Through integrated strategic planning, agile and responsive service delivery; building partnerships with local stakeholders; and empowering community members; local government can work to build social capital, create community capacity, address the social determinants of health, and enhance the places and spaces where people live work and play.

In accordance with the *Public Health and Wellbeing Act 2008*, the function of local government, in regard to health and wellbeing, is to seek to protect, improve and promote public health and wellbeing within a municipality by:

- Creating an environment which supports the health of members of the local community and strengthens the capacity of the community and individuals to achieve better health initiating, supporting and managing public health planning processes at the local government level
- Developing and implementing public health policies and programs within the municipal district
- Developing and enforcing up-to-date public health standards and intervening if the health of people within the municipal district is affected
- Facilitating and supporting local agencies whose work has an impact on public health and wellbeing to improve public health and wellbeing in the local community
- Coordinating and providing immunisation services to children living or being educated within the municipal district
- Ensuring that the municipal district is maintained in a clean and sanitary condition.¹

A snapshot of just some of the services provided by Council to facilitate and enhance community wellbeing, liveability and resilience are highlighted in the table below:

Wellbeing	Liveability	Resilience
<ul style="list-style-type: none"> • Providing access to sport and recreation facilities • Delivering maternal and child health services • Enabling early childhood education • Providing services to aged and vulnerable residents through the Commonwealth Home Support Program • Empowering and supporting youth and young adults • Supporting vulnerable residents • Promoting lifelong learning and social connection through community houses 	<ul style="list-style-type: none"> • Enhancing and maintaining open space, bushland and reserves • Providing and enhancing shared trails, footpaths and roads • Planning for changes to land use • Promoting and activating 20 minute neighbourhoods • Supporting local businesses and shopping strips • Facilitating community gardens • Providing public art, access to galleries and community involvement in cultural activities • Encouraging connection to indigenous culture 	<ul style="list-style-type: none"> • Leading emergency management response, relief and recovery • Providing community grants to support local groups and organisations • Mitigating and adapting to the impacts of climate change • Planning for the future housing needs of the community • Ensuring a financially sustainable approach to service delivery

Guiding principles

In framing the *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031*, the following guiding principles provide core underpinning values that guide future action, service delivery and decision-making.

Human Rights - Council recognises and protects the rights, interests and responsibilities of individuals, the community, and public bodies across the City of Maroondah in accordance with the Victorian Charter of Human Rights and Responsibilities. The Charter contains 20 basic rights that promote and protect the values of freedom, respect, equality and dignity. All of Council's strategies, policies and decision-making procedures are compatible with the Victorian Charter, which reflects the United Nations Universal Declaration of Human Rights. Council aims to ensure that it pursues a human rights approach across all areas of Council activity.

Equity - is the process required to achieve equality, where everyone is treated the same or has the same life opportunities. We must first ensure equity before we can enjoy equality, which only works if everyone starts from the same place. By taking an equity stance, Council recognises that affirmative measures must be put in place for people of all ages, abilities and backgrounds, to overcome structural barriers and discrimination that prevent inclusion, participation and access to resources and opportunities.

Gender - Council recognises that within all communities, women, men and gender diverse people have different needs, benefits, access to power, resources and responsibilities. Council is committed to gender equity, that is, is the process of being fair to women, men and gender diverse individuals by recognising diversity and disadvantage and directing resources and services towards those most in need to ensure equal outcomes for all.

Evidence informed - Council is committed to using evidence to design, implement and improve planning, programs and service delivery. Learning

from the successes and failures of previous actions and programs increases understanding of best practice. Evidence helps us to best meet the needs of our community, best focus our resources, choose the most effective approaches, continuously improve our efforts and services and provide successful and positive outcomes for our community.

Community engagement - Council is committed to engaging with the Maroondah community in a meaningful, accountable, responsive and equitable way. Our community and stakeholders play a vital role in shaping the City of Maroondah. Through community engagement, Council gains a strong understanding of our community's wants and needs to ensure we are achieving the best possible outcomes for our community.

Environment sustainability - Council understands that environmental sustainability and the impacts of climate change are closely related to community health and wellbeing. The importance of building resilience in communities to reduce climate change impacts is particularly important.

Interconnected - It is recognised at the outset that all of the focus areas, topics, population groups and issues considered by this Strategy are interconnected, interdependent and have complex relationships with each other. The six focus areas identified in this Strategy are strongly interconnected and impact each on other. For example, Safe Communities influence Liveable Neighbourhoods, both of which can facilitate Healthy Lifestyles. Within each of the six focus areas, there are key topics. These also have strong connections and influence each other. For example, research demonstrates that problem gambling (topic area within Social Harms) is associated with family violence (topic area within Safe Communities).

Guiding frameworks

Throughout the development of this strategy, several frameworks have been drawn upon and help to shape the approach to enhancing liveability, wellbeing and resilience outcomes in the municipality.

Several frameworks have been drawn upon as no single framework includes and addresses all aspects of the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031.

United Nations Sustainable Development Goals

These Sustainable Development Goals reflect an international call for action by all countries to promote prosperity while protecting the planet. They recognise that ending poverty must go

hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.²

This Framework plays a key role in a range of Council strategies including efforts to promote sustainability and action on climate change.



Figure 2. United Nations Sustainable Development Goals

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Social determinants of health

The social conditions in which people are born, live and work are considered to be the single most important determinant of good health or ill health. The health advantages and disadvantages experienced by people are shaped by their broader social and economic conditions. The Framework suggests that inequalities in health appear in the form of a 'social gradient of health' that relates a person's socioeconomic position to their overall health and wellbeing outcomes.

Factors such as income, education, conditions of employment, power and social support act to strengthen or undermine the health of individuals and communities. Because of their potent and underlying effects, these health-determining factors are known as the 'social determinants of health'. The World Health Organisation (WHO) has described social determinants as the circumstances in which people grow, live, work, and age, and the systems put in place to deal with illness.

The conditions in which people live and die are, in turn, shaped by political, social, and economic forces.³



Source: Adapted from Dahlgren & Whitehead 1991

Figure 3. Social determinants model of health ⁴

PERMA+

While the identification and treatment of mental health problems is critically important for those facing mental illness, it provides an incomplete picture of mental health.⁵ Positive psychology is a complementary approach that shifts the focus from what is clinically wrong, to the promotion of wellbeing and the creation of a satisfying life filled with meaning, pleasure, engagement, positive relationships, accomplishment and health.⁶ Positive Psychology is the scientific study of human flourishing, and an applied approach to optimal functioning. It has also been defined as the study of the strengths and virtues that enable individuals, communities and organisations to thrive.⁷

The components of PERMA+ (Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment PLUS Optimism, Physical Activity, Nutrition, and Sleep) provide a framework to understand and cultivate wellbeing.⁸ When introduced effectively, positive psychology

provides strong scientific evidence about what works to improve well-being at both an individual and community level.⁹

The PERMA+ model has been central to Council's partnership with Communities of Wellbeing Inc. over recent years. Established in 2015 in response to the Maroondah 2040 Community Vision, Communities of Wellbeing Inc works with local stakeholders across a range of settings to build capability, wellbeing literacy and social connections to enable communities to flourish. Communities of Wellbeing Inc. works across five key areas of impact in Maroondah: home and family life, financial life, learning and education, work life, and social and public life. One key area of impact has involved the Maroondah Positive Education Network which has seen teachers and students embed wellbeing into the curriculum and culture of local schools.



Figure 4. PERMA+ model ¹⁰

Recovery Capitals Framework

The Recovery Capitals Framework is recovery focussed. The concept of 'capitals' illustrates the ways that many factors interact and influence recovery from disasters, and how resources and strengths already existing in our community, can be identified and drawn upon to support community wellbeing. It helps us to identify the aspects of community life that are strong, and that when mobilised and developed can strengthen individual and community wellbeing.¹¹

As a holistic approach, the Recovery Capitals Framework is central to Council's community recovery approach, forming the basis for the Maroondah COVID-19 Recovery Plan, adopted in March 2021. This Plan highlights the key activities and adjusted services being delivered by Council in partnership with the community to support community recovery from the global coronavirus (COVID-19) pandemic.



Figure 5. Recovery Capitals - Supporting wellbeing after disasters

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20-Minute Neighbourhoods

Plan Melbourne 2017-2050 is a long-term Victorian Government planning document to accommodate Melbourne's future growth in population. The 20-minute neighbourhood concept is a key element of the Plan. The 20-Minute Neighbourhood is all about 'living locally' - giving people the ability to meet most of their daily needs within a 20-minute return walk from home, with access to safe cycling and local transport options.¹² Liveable communities should have access to the features shown in Figure 6.

Council has embraced the concept of 20-Minute Neighbourhoods with the support of Victorian Government funding through staged implementation in the Croydon South neighbourhood activity centre. It is envisaged the model will inform Council's community, asset, infrastructure, landuse and recreation planning into the future.



Figure 6. Features of a 20-minute Neighbourhood¹³

Victorian Public Health and Wellbeing Plan 2019-2023

In Victoria, the *Public Health and Wellbeing Act 2008* gives state and local government specific responsibilities to plan for and contribute to protecting and improving health and wellbeing. The Act requires a State public health and wellbeing plan and municipal public health and wellbeing plans to be prepared sequentially every four years. These plans inform each other and provide the basis for an integrated planning approach in Victoria.¹⁴

The *Victorian Public Health and Wellbeing Plan 2019-2023* identified 10 priority areas with four of these as key focus areas. The four key focus areas are tackling climate change and its impact on health, increasing healthy eating, increasing active living and reducing tobacco-related harm.

The remaining six priority areas are reducing injury in the community, preventing all forms of violence, decreasing the risk of drug-resistant infections in the community, improving mental wellbeing, improving sexual and reproductive health as well as reducing harmful alcohol and drug use. The plan recognises key links between a number of these priority areas, including recognition that many actions to increase active living and healthy eating can contribute to reducing climate change.¹⁵

Where relevant to its role and local community needs, Council will seek to work in partnership with other agencies to support the areas of priority and focus highlighted in the *Victorian Public Health and Wellbeing Plan 2019-2023*.

Priorities

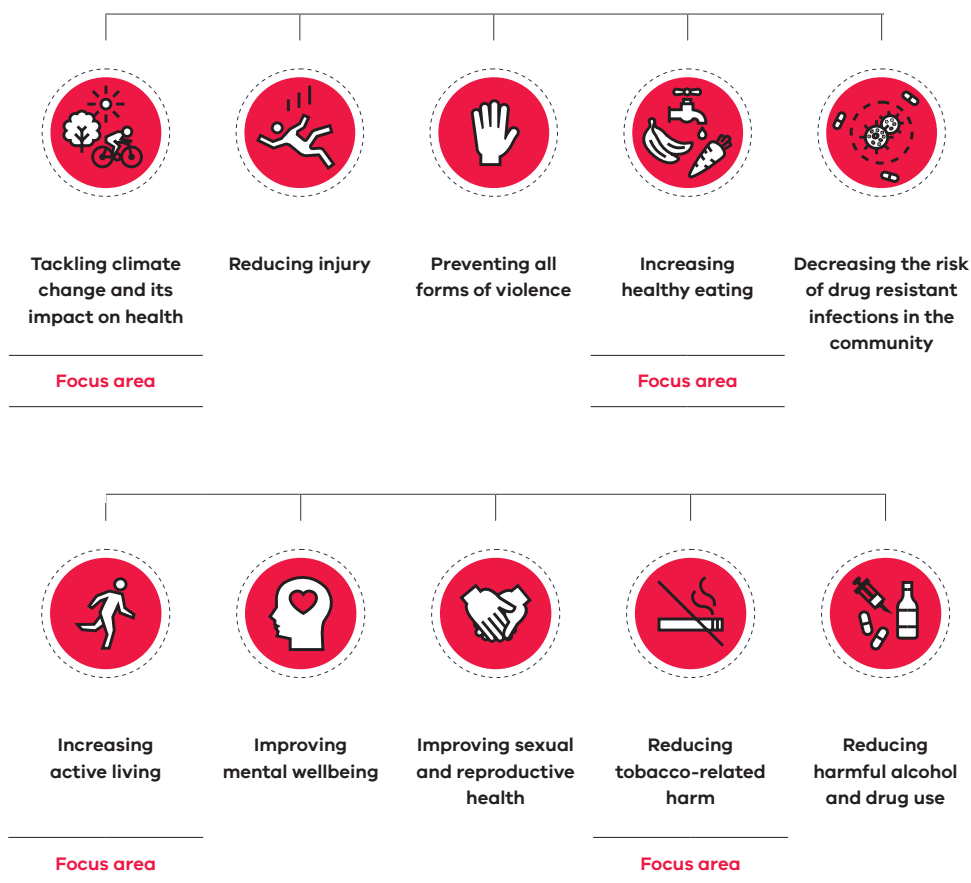
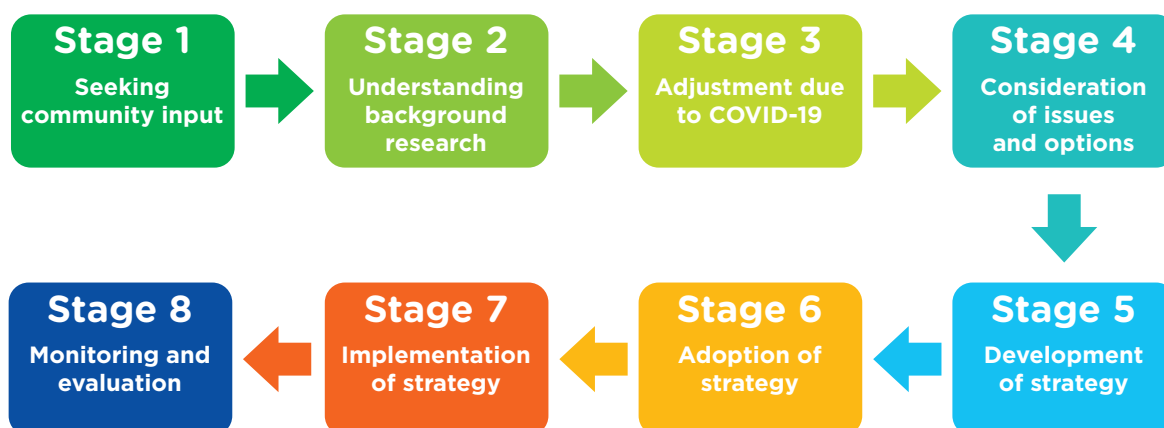


Figure 7. Victorian Public Health and Wellbeing Plan 2019-2023 priorities¹⁶

Developing the strategy

The *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031* was developed on the basis of considerable background research and accompanying analysis as well as engagement input from Maroondah community members, local partners and agencies. This involved a number of stages:



Stage 1 - Seeking input from the Maroondah community and stakeholders

The first stage involved a range of community engagement activities to seek the views of community members and key stakeholders on community health, wellbeing and liveability needs and aspirations in Maroondah. This included consideration of how Council and its partners could leverage strengths, address issues, and work in partnership to enhance outcomes for the community.

Stage 2 - Building an evidence base

Concurrently with Stage 1, Council prepared a number of background research reports designed to build an evidence base to support strategy actions. These activities included the development of an Issues Papers on key health and wellbeing matters, Outcome Papers on wellbeing, liveability and resilience and a social profile of the Maroondah community.

Stage 3 - Adjustment to consider the COVID-19 pandemic

The presence of coronavirus (COVID-19) pandemic was first confirmed in Australia in late January 2020. The onset of this pandemic in Australia resulted in considerable challenges for the Maroondah community. A rise in cases, a declared State of Emergency and subsequent staged restrictions disrupted our social infrastructure, economic livelihoods, normal routines and community activities.

Whilst this stage of the project was unplanned, it has helped to significantly shape the key directions of the strategy, embed resilience as a key pillar of focus, and identify short-medium term priorities to support community recovery from the impacts of coronavirus (COVID-19) pandemic in Maroondah.

Stage 4 - Consideration of issues and options

During this phase, Council distilled the key messages and priorities arising from the background research, community engagement and coronavirus (COVID-19) pandemic inputs to identify key themes and future strategic directions to be included in the strategy.

Stage 5 - Development of the strategy

The draft Strategy was prepared based on the strategic framework established during Stage 4 and the identified priorities for future action and partnership work. Following development of the draft Strategy, it was released to the Maroondah community for public exhibition and community feedback.

Stage 6 - Adoption of the strategy

Following consideration of feedback received during the public exhibition phase, the final Maroondah Liveability Wellbeing and Resilience Strategy will be presented for Council adoption, sent to the Victorian Government in accordance with requirements of the *Public Health and Wellbeing Act 2008*.

Stage 7 - Implementation of the strategy

This stage involves implementing the key directions in the Strategy and the actions included in associated action plans, many of which involve partnerships and collaboration with other community service organisations, agencies and local groups, along with other levels of government. A report on implementation activities will be presented to Council on an annual basis.

Stage 8 - Monitoring and evaluation

To evaluate progress towards achieving the preferred future outcomes outlined in this strategy, a number of key tactical outcome-based indicators will be monitored during its implementation. Council will periodically report on these indicators along with some of the activities undertaken. Council advisory committees will also inform and provide direction on priorities, along with receiving regular reports on the implementation of initiatives. An interim review of this strategy will be undertaken in 2024/25 and a full review will be undertaken in 2029/30.



Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031

What the evidence tells us

This section provides a summary of the evidence base gathered by Council to inform the strategy development process. More detail on the background research is provided in Maroondah Liveability Wellbeing and Resilience Strategy Background Report - July 2021. Where comparative data is available, Maroondah has often been compared with averages for either Victoria, Metropolitan Melbourne or the Eastern Metropolitan Region (EMR). The EMR consists of seven eastern metropolitan Melbourne Councils: Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse and Yarra Ranges.



Healthy lifestyles

Healthy lifestyles play an important part in our wellbeing. They refer to positive outcomes achieved through our decision making, choices, participation and behaviours. When we focus on our holistic health, we reduce the risk of chronic illness and disease and improve our overall physical and mental wellbeing. Healthy lifestyles can help to improve happiness and satisfaction in our lives, reduce our risk of chronic illness and disease, improve our life expectancy and assist with maintaining good mental health. Healthy lifestyles are directly influenced by our physical health, personal and mental wellbeing, activity and social interaction, along with consumption of food and drinks. Our personal wellbeing, and the choices we make, can improve or lower our physical health, mental health, eating behaviours and overall public health.

Our health is dependent on the health of our environment. Spending time in nature has been shown to have many positive effects on physical, social and mental health. Visual and physical contact with nature helps reduce stress, anxiety, blood pressure and muscle tension and improves

self-esteem. However, our changing climate has significant consequences for the environment and for public health, wellbeing and safety. The direct and indirect impacts of climate change are exacerbating existing public health risks and presenting a high risk to human health. At present, drug resistant infections also known as antimicrobial resistance (AMR), are a major public health issue. AMR is the ability of certain bacteria, viruses and some parasites to develop resistance to antimicrobial medication making a disease or infection difficult to treat. The outcomes of AMR have serious health impacts on an individual including prolonged ill health, poorer quality of life and higher risk of spreading illness.

An individual's physical health has a significant impact on their mental health, general health and overall wellbeing. Benefits from physical activity can include increased energy levels, facilitated social contact, improved mental health and wellbeing, improved musculoskeletal health and reduced risk of developing Type 2 diabetes, cancer and cardiovascular disease. However, 42% of Maroondah residents are not meeting daily physical

activity guidelines. Healthy eating also plays an important contributing factor to an individual's health and wellbeing. Only 5% of Maroondah residents met vegetable daily consumption guidelines and 13% consume sugar-sweetened soft drinks daily. These findings could contribute to Maroondah's obesity rates, with 62% of men and 43% of women being overweight or obese.

The importance of recognising and responding to the differences in gendered health outcomes is identified nationally. Men die at younger ages than females, in greater numbers from almost every type of non-gender specific health problem and more often die from suicide and preventable causes. Intimate partner violence is the leading cause of death, disability and illness in Australian women aged 18-44 years. Women are overrepresented in incontinence and dementia. Mental health and general physical health are poorer for Victorian LGBTQIA+ adults compared with non-LGBTIQ+ adults, with higher rates of multiple chronic illnesses, smoking daily, psychological distress as well as anxiety or depression.

Nearly half of all Australians will develop a mental illness at some point in their lives. Poor mental health typically presents a significant impact on the health, wellbeing and resilience of an individual and community resulting in an increased risk of mental and chronic illness. There is a strong association between mental and physical health, as well as the use of alcohol, tobacco and illicit drugs and mental illnesses. In Maroondah, males are less likely to have sought professional help for a mental health problem (7%), compared to females (22%). Comparative statistics for males in the outer east metropolitan area are 16% and 14% for males in Victoria.

Whilst the identification and treatment of mental health problems is critically important for those facing mental illness, positive psychology is an approach that shifts the focus to the promotion of mental wellbeing. Research has shown that there are some preventative strategies and skills that allow people to navigate the challenges of life more effectively and enjoy life despite the upsets. Participating in arts and cultural activities also has multiple benefits for health and wellbeing including strengthening community connection, reducing social isolation, providing platforms for less prominent voices, and opportunities for bringing people together to develop creative solutions to health promotion challenges.



Liveable neighbourhoods

Liveable neighbourhoods can shape the way we live, feel, enjoy and experience our community and are important for health and wellbeing. Liveable neighbourhoods are safe, attractive, socially inclusive and environmentally sustainable. Key elements of a liveable neighbourhood include: affordable and diverse housing, employment, education, public open space, vibrant local activity centres, health and community services, leisure and cultural opportunities, convenient public transport, along with walking and cycling infrastructure. 20-Minute Neighbourhoods are about 'living locally' - giving people the ability to meet most of their everyday needs within a 20-minute walk from home, with access to safe cycling and local public transport options. Features of 20-Minute Neighbourhoods include local health facilities and schools, employment opportunities, green streets and spaces and affordable housing options. Local neighbourhood design influences physical activity, health outcomes, social connectedness and sustainability.

Protection and enjoyment of our natural environment is directly linked to health and wellbeing outcomes, with the direct and indirect impacts of climate change having a significant role. Open space is a vital component of liveability, providing opportunities to enhance health and wellbeing through exercise, recreation, reflection and connection with nature, family and friends. Living within walking distance of parks and green public open space is linked to greater use of these areas and positive health outcomes. 72% of Maroondah dwellings are estimated to be within 400 metres of public open space, which is higher than both Knox (69%) and Yarra Ranges (53%).

Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031

Access to a transport network is also key for liveability and reduces private vehicle use, road congestion and car emissions. Using public transport encourages active transport, which involves walking, cycling, scooting or other active ways of getting to a destination. Active travel has strong connections to health outcomes. People who live within 400m of public transport are more likely to use it, and in turn achieve daily recommended exercise targets. An estimated 49% of dwellings in Maroondah are located within 400 metres of regular public transport, compared to 38% in Knox and 13% in Yarra Ranges. However, the use of public transport is also influenced by comfort, cost, as well as service route and frequency.

Two-thirds (67%) of working Australians experienced a change to their employment due to the coronavirus (COVID-19) pandemic. Women have been significantly impacted by the pandemic, experiencing a higher number of job losses and taking on additional carer and home-schooling responsibilities.

Employment loss and increases in unemployment was greatest for those aged 20-34 years. Working arrangements have also been significantly affected during the coronavirus (COVID-19) pandemic, with working from home the most significant change to employment patterns. Research has indicated it could up to ten years of public transport use to return to pre-COVID-19 levels. Maroondah working residents primarily commuted to work in 2016 by driving themselves (67%) and catching the train (11%). 1 in 4 both lived and worked in Maroondah. With the changes arising from the coronavirus (COVID-19) pandemic, the results from the Census 2021 are expected to illustrate that more people now work from home, and live and work locally.

Continuous learning, also referred to as life-long learning, has been defined as all purposeful, planned education, formal or informal, from early childhood to old age. For a community to embrace

and practice continuous learning; new skills, knowledge and understanding is sought through proactive learning via different methods for all people, at all ages. Learning across the lifespan in Maroondah is supported by childcare and early education centres, kindergartens, government and non-government schools at both primary and secondary levels, trade and higher education offered by Swinburne University, Maroondah's five community houses/centres, two libraries, and two U3A centres.

A lack of affordable housing can have a detrimental impact on liveability, affordability, homelessness and wellbeing. Private rental affordability rates in Maroondah have declined from 27% in 2000 to just 3% in 2020. In 2016, 1 in 10 Maroondah households were experiencing housing stress, spending more than 30% of their gross household income on rent or mortgage repayments. Higher proportions of housing stress were found in the Ringwood Metropolitan Activity Centre (20%) and Croydon Major Activity Centre (18%). Affordability is also influenced by housing diversity. A diverse range of housing which leads to varying prices can enable affordability, support community members to age in place within their local community and provide for all life stages, income levels and population groups. Single person households are projected to grow at nearly three times the rate of other households in Maroondah over the next 20 years. This will result in a greater need for diverse housing options in new developments.

Social housing represents a subset of affordable housing and is owned by the Victorian Government or registered not-for-profit community housing providers and is permanently dedicated to affordable rental. Maroondah has been identified as needing a greater supply of social housing with very high waiting lists in place. Maroondah's level of social housing stock is 2.5%, far below the 5% average across Victorian and well below the 10% target.





Safe communities

Safety is a fundamental component of wellbeing, liveability and resilience. The degree to which someone feels safe within a home, workplace or community has a significant impact on how and where they live, work and play. Feeling safe and secure within a home, neighbourhood, workplace and community can affect one's sense of freedom, levels of stress and overall mental health, physical health, trust, social habits and lifestyle behaviours, social connections, work and study productivity, and participation in leisure, community and physical activities.

Emergency management assists the community to prepare for, respond to, and recover from emergency events. Preparedness focuses on ensuring the local community are aware of their risks and the potential consequences of a resulting emergency event, and to inform and equip them with tools to implement resilience strategies for their homes and families. Climate change has caused more frequent and intense extreme weather events such as bushfires and floods, and significant impacts from more gradual changes.

The greatest related risks to Maroondah include:

- heatwaves
- floods
- storms
- bushfires
- gas and electricity service disruptions
- residential fires
- epidemics/pandemics.

The impact of extreme weather events has been significantly exacerbated by the coronavirus (COVID-19) pandemic with additional strain placed on emergency relief and recovery systems.

Vulnerable groups, including the elderly, children, people on low incomes, people experiencing homelessness, recent arrivals and those with pre-existing medical conditions, are disproportionately affected by the impacts of climate change.

A community's perception of safety will influence how people go about their daily lives and how they engage within their local community. A sense of safety and security is strongly influenced by factors including vandalism and cleanliness, surveillance and lighting, human presence and activity, public and open spaces, finance and job security as well as social and anti-social behaviours. Principles for safer design include: maximising visibility and natural surveillance of the public environment, maximising activity in public spaces, and managing public spaces to ensure they are attractive and well used.

Road safety and crime rates also have a significant influence on community safety and perceptions of safety. The harm associated with crime includes economic loss, physical and psychological injury and distress, as well as trauma and grief. In 2020, Maroondah crime rates were lower than the Victorian rate (4826.4 per 100,000, compared to 6019.7). Most incidents occurred in Ringwood and Croydon, and the major locations where incidents occurred were in homes and streets/lanes/footpaths. In 2019, 266 people lost their lives on Victoria's roads, around 8,000 Victorians were hospitalised with serious injuries and 12,000 were injured. Survivors and families affected by road crashes have a range of physical, psychological and legal needs. Road safety can be improved through safer vehicles, safer travel speeds, infrastructure improvements, innovation and technology as well as education programs.

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Family, domestic and sexual violence are all major health and welfare issues that stem from a range of underlying issues, often centred around gender inequality. Since the age of 15, one in three (34%) Australian women has experienced physical and/or sexual violence perpetrated by a man. On average in Australia, one woman a week is murdered by her current or former partner. Maroondah has amongst the highest rates of family violence incidents in the EMR. During the coronavirus (COVID-19) pandemic, research and agency reports revealed an increased risk of violence against women in current domestic relationships.

To protect children from harm, Victorian organisations that provide services or facilities for children are required by law to implement Child Safe Standards. These aim to promote the safety of children, prevent child abuse and ensure organisations and businesses have effective processes in place to respond to and report all

allegations of child abuse. Older Australians are also at risk of abuse. Elder abuse often occurs via family members, friends or professionals who are known by the victim. It has physical and psychological effects, including anxiety, loneliness and loss of dignity, trust and hope. Elder abuse is under-reported, as victims may fear retaliation, shame or embarrassment, or have mental incapacity.

Safety extends to staying safe online. There are a range of harms that are associated with the internet such as online harmful sexual behaviours, sextortion, cyber bullying, unwanted or unsafe contact, fake news, illegal content, harmful interactions or influences on social media, and online scams. Digital safety involves building community awareness to ensure individuals are protecting themselves and others from online harms and risks which may jeopardise their personal information, lead to unsafe communications or impact their mental health and wellbeing.



Social Inclusion

A socially inclusive community enables all members of the community to fully participate and contribute to social, economic and cultural life in a welcoming and safe manner. Being socially included means that people have the resources, opportunities and capabilities they need to participate in education and training (learn); participate in employment, unpaid or voluntary work including family and carer responsibilities (work); connect with people, use local services and participate in local, cultural, civic and recreational activities (engage); and influence decisions that affect them (have a voice). Being socially inclusive is about the deliberate actions taken to remove or reduce barriers to inclusion and to create opportunities that facilitate and encourage full participation.

Research has found that social connection and participation can assist with good mental health, reduce psychological distress and help to maintain overall health and wellbeing. Those people who are living alone, not in a relationship, are young adults and/or males tend to report higher levels of loneliness. Recently separated men experience higher levels of loneliness than married men, and single parents also experience higher levels of loneliness than singles adults without children, or couples with or without children. Lone person households comprise one in four Maroondah households (23%) and one parent families make up 11%.

People have a strong desire to belong and social connection and belonging is necessary for our survival. Belonging comes from a perception of quality, meaning and satisfaction with social connections. Belonging is essential for our psychological and physical health and can play a role in the way we think and interact with the world. Community connection occurs when individuals are connected with, contribute to, feel included in and valued by their community beyond their family and friends.

An important aspect of this relationship is reciprocity, where people both give to and receive from the community. Volunteering provides an opportunity for new social experiences and connections, and the opportunity to practice and develop social skills. Research shows volunteering can promote better physical and mental health. Volunteering is also an important pathway to employment and can provide the opportunity to gain work experience, transferable skills and build professional networks. Well located, activated and fit-for-purpose community infrastructure can provide the spaces and places for people to connect and belong.

Certain population groups such as people with a disability, women, and people from low

socioeconomic groups are differently impacted by societal norms, practices and structures. Equality means everyone is treated the same or has the same life opportunities. However, equality can only be achieved if people start from the same position. Equity is the process required to achieve equality, by ensuring affirmative measures are put in place to overcome structural barriers and discrimination that prevent inclusion, participation and access to resources and opportunities.

Homelessness goes beyond 'rooflessness' and includes vulnerable people living in refuges, crisis accommodation or in temporary housing. Homelessness can be the result of limited access to affordable and available housing, lack of adequate income, family and domestic violence, mental health, disability, trauma, and substance misuse. The most recent data indicates that the highest number of homeless persons in Maroondah are in suburbs of Ringwood, Ringwood East and Croydon.

Contact between people of different groups is important for building social inclusion. Vulnerable groups in Australia's population, routinely experience forms of discrimination and exclusion as they go about their daily lives. Research shows that prejudice in Australia has been generally highest against religious minorities, racial minorities, Aboriginal and Torres Strait Islander people, and the LGBTIQ+ community. One in five (20%) Australians report having experienced a major form of discrimination in the last 2 years. The groups that report experiencing the most discrimination are young people (aged 18 to 24), Aboriginal and Torres Strait Islander Australians, LGBTIQ+ people, religious minorities, and people with disability.

Accessibility refers to providing an individual ability to access a place or type of infrastructure, providing mobility access to people with disability, enabling people to engage or fully participate in community activities, supporting engagement in the digital environment, and empowering people to achieve their full potential. Accessibility minimises inequalities, promotes social participation and helps in achieving social inclusion through greater equity, fairness and justice. Digital inclusion means having the access and skills needed to live, learn, and work in a society where communication and access to information is increasingly through digital technologies.

Australians with lower levels of income, employment, and education are significantly less digitally included. Low levels of digital inclusion for older Australians increase the risks of social isolation and loneliness. Older people, families without adequate internet access, and vulnerable Australians have been especially isolated during the coronavirus (COVID-19) pandemic through lack

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of digital access, affordability and ability. Effective digital inclusion involves access to the internet and connected devices, the financial capacity to connect online, and the confidence to use the internet safely.

Embracing diversity

Diversity plays a major contributing factor on liveability, health, and wellbeing. Diversity can be defined as understanding what makes each person unique. Diversity relates to different characteristics that can include race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, or other ideologies. Embracing diversity is the exploration and respect of these differences in a safe, positive, and fostering environment, moving beyond simple tolerance and embracing and understanding the rich dimensions of diversity within everyone.

Intersectionality describes how different parts of a person's identity or circumstances – such as age, race, culture, disability, gender, socioeconomic status or religion – intersect and combine to shape people's life experiences, including unequal outcomes, privilege and discrimination.

The disability population is diverse and encompasses people with varying types and levels of disability. Around one in eight Australians aged 15-64 have some level of disability, rising to one in two for those aged 65 and over. In line with the EMR, 5% of Maroondah's population need help in their day-to-day lives due to a disability. This rises to one in two Maroondah residents aged over 85 (48%). People with disabilities are considered one of the greatest at-risk groups in relation to violence, as 47% adults with a disability experience violence after the age of 15, compared with 36% of adults without a disability.

Embracing and respecting cultural and linguistically diverse communities allows for positive interactions between multicultural groups, increased tolerance and challenging cultural stereotypes. In Maroondah, cultural diversity continues to increase over time. In 2016, 17% in Maroondah indicated that they speak a language other than English at home compared to 13% in 2011. Myanmar had the highest proportion of recent overseas arrivals in Maroondah (22% of total recent overseas arrivals, compared to 1% in Greater Melbourne).

Reconciliation is about unity and respect for Aboriginal and Torres Strait Islander heritage and valuing justice and equity for all Australians. In 2016, 560 Maroondah residents identified as Aboriginal and Torres Strait Islander peoples, an increase from 413 in 2011. Colonisation has led to many negative impacts on the health and wellbeing of Aboriginal and Torres Strait Islanders, including discrimination, loss of identity, language, culture and land. Aboriginal and Torres Strait Islander Australians have a life expectancy that is 10-17 years shorter than other Australians and the suicide rate is twice that of their non-Indigenous counterparts.

Mental health and general physical health outcomes are poorer for Victorian LGBTIQ+ adults compared with non-LGBTIQ+ adults. The discrimination and societal stigma experienced by people identifying as LGBTIQ+ can have a significant impact on their mental health, with significantly higher rates of suicide than the rest of the population. People identifying as LGBTIQ+ also have higher rates of illicit drug use and risky drinking.

Individuals in various age groups have different experiences and needs. The life experiences and circumstances of a child and young person impacts significantly on how the brain develops and impacts their health, social and education outcomes. Central to healthy brain development are supportive family relationships and positive learning experiences, along with universal access to services, and additional support where families are faced with stressful circumstances and lower levels of resilience. Young people have been significantly impacted by the coronavirus (COVID-19) pandemic, with employment prospects, housing security, mental health and connection to others affected. Research shows that suicide is the leading cause of death for Australians between the ages of 15 and 44.

In 2016, almost half of Maroondah residents were aged between 25-59 (48% compared to 49% of Greater Melbourne residents). However, between 2016 and 2031, the age structure forecasts for Maroondah indicate a 30% increase in the retirement age population. Key attributes of Victorians ageing well include: a positive attitude, a purposeful and meaningful life, being respected and respectful, being connected to family, friends and society, in touch with a changing world, safe and secure at home and financially, being able to manage health issues including mental health, and being able to get around.

Social harms

There are a range of social behaviours that can result in disruptive and negative impacts on individual and community wellbeing. Lifestyle behaviours such as tobacco, drug, alcohol abuse, problem gambling and excessive screen use are acknowledged as contributing factors to poor mental and physical health. To address issues of social harm in the community, it is important to consider the risk factors to inform where interventions and prevention activities are best targeted.

Harmful levels of alcohol consumption present major health issues as they are associated with an increased risk of chronic disease, injury and premature death. Known risk factors linked to harmful alcohol consumption include family history of alcohol; high stress levels; poor mental health; experience of trauma and family conflict; and community norms and attitudes. Australian males (54%) are more likely to exceed the single occasion risk guidelines of four standard drinks than women (31%). Young adult males (aged 18-24 years) were most likely to engage in risky drinking (67%). In terms of lifetime risk of an alcohol related disease or injury, 1 in 4 Australian men and 1 in 10 women consume an average of more than two standard drinks per day. Data gathered for this Strategy indicates that Maroondah has the highest rate of alcohol assaults during high alcohol consumption hours (and Saturday, from 8pm to 6am) in the eastern metropolitan region (EMR).

Illicit drug use has both short-term and long-term health effects, which can be severe, including poisoning, heart damage, mental illness, self-harm, suicide and death. Illicit drug use has often been associated with the family environment, peer influences, along with ease of access and availability. More than two in five Australians aged 14 and over have illicitly used a drug in their life and 16% have used one in the past 12 months.

Smoking tobacco is considered the single most important preventable cause of ill health and death in Australia. Risk factors associated with tobacco use include the family environment, stress levels, and peer influences. It estimated that in Australia in 2017, 1,714 deaths and 43,102 years of healthy life lost were attributable to second-hand smoke. Longitudinal data shows that there is a downward trend in national tobacco consumption, with the proportion of persons aged 14 or older smoking daily halved from 24% in 1991 to 12% in 2019. In Maroondah, 14% of the adult population smoke daily. Nationally, more people are choosing to never take up smoking (63% in 2019, up from 29% in 1991).

Excessive screen use can lead to broad-ranging harms with significant physical, mental, social, and economic costs for individuals and communities. The relationship between technology and addictions has many implications including for neuropsychological and cognitive impairments, sleep disruptions, poor mental health, financial wellbeing, child and youth development.

Harms associated with gambling are understood to often result in decreased health or wellbeing of an individual, family unit, community or population. Problem gambling has been linked to poor employment outcomes, higher rates of diabetes, poor mental wellbeing and suicide ideation as well as family violence. Maroondah currently has the maximum legal cap of Electronic Gaming Machines (EGMs) located at venues, and more than \$45 million was lost on pokies in Maroondah during 2019/20. Maroondah EGMs are in East Ringwood, Bayswater North, Ringwood, Croydon and Kilsyth, some of which are in the more disadvantaged areas in Maroondah.



What the community told us

The *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031* was developed on the basis of considerable and comprehensive engagement input from Maroondah community members, local partners and community agencies.

Engagement activities were conducted face-to-face, via telephone and online. More detail on the engagement findings is provided in Maroondah Liveability Wellbeing and Resilience Strategy Background Report - July 2021.

Seeking input from the Maroondah community and stakeholders

The first stage of the process involved a range of engagement activities to seek the views of community members and key stakeholders on community health, wellbeing and liveability needs and aspirations in Maroondah. This included consideration of how Council and its partners could leverage strengths, address issues, and work in partnership to enhance outcomes for the community.

Activities included:

- an online community survey with more than 1,000 responses;
- an Appreciative Inquiry Workshop delivered in partnership with Communities of Wellbeing Inc;
- face-to-face engagement activities at the Maroondah Festival in Croydon, Realm in Ringwood, local Farmers Markets and Celebrating Maroondah events; and
- engagement with five Council Advisory Committees.



Figure 8: Community input at the Maroondah Festival

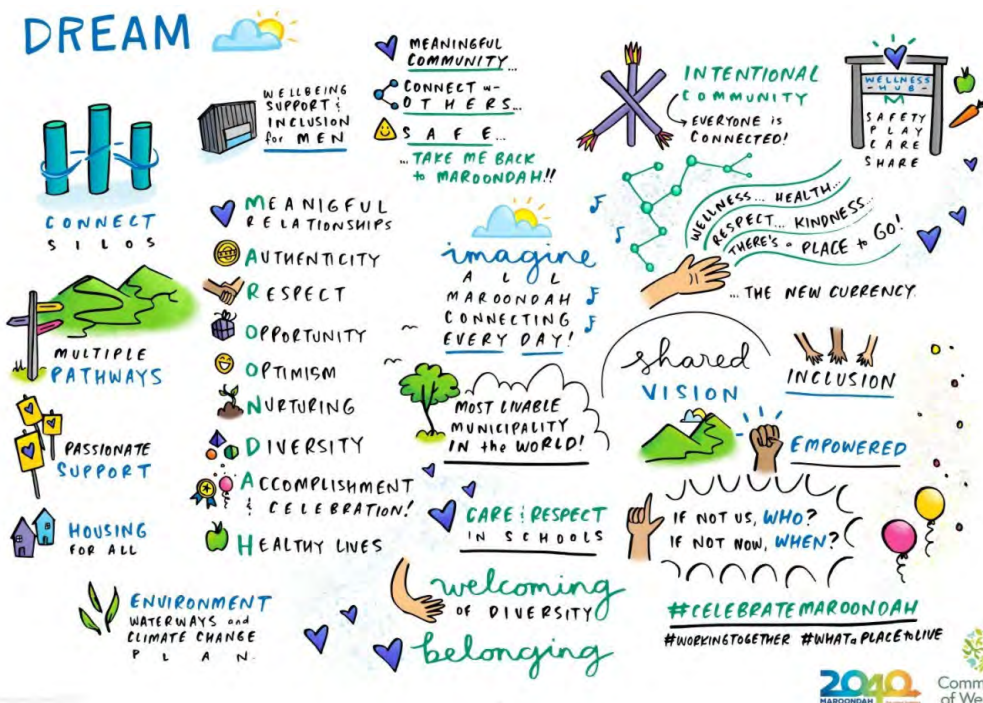


Figure 9: Outcomes from an appreciative inquiry workshop on enhancing wellbeing in Maroondah

Adjustment to consider the COVID-19 pandemic

- undertaking research to understand the social impacts on the Maroondah community
- engaging over 3000 people within the Maroondah community via an online survey, including provision of translated surveys for local Burmese communities
- engaging with a wide range of key stakeholders to understand community impacts and local needs
- engaging with volunteer led organisations and groups to understand local needs and impacts
- delivering a broad range of emergency response, relief and community recovery activities to meet local needs, as articulated in the *Maroondah COVID-19 Recovery Plan*.

While this stage of the project was unforeseen, it has significantly shaped the key directions of the strategy, embedded resilience as a key pillar of focus, and informed short-medium term priorities and Council service delivery responses to support community recovery from the impacts of the coronavirus (COVID-19) pandemic in Maroondah.

During this phase, Council sought to distil the key messages and priorities arising from the background research, community engagement and coronavirus (COVID-19) pandemic inputs to identify key themes and future strategic directions to be included in the strategy. Activities during this phase included:

- engaging with five Council Advisory Committees to seek their input
- engaging with Council service areas to identify services, priority projects and potential new initiatives for inclusion in the strategy action plan
- considering input from a deliberative engagement Community Panel that provided input on healthy lifestyles, safe communities, social inclusion, liveable communities and the natural environment
- formulating the strategic framework for the Liveability Wellbeing and Resilience Strategy.



Key findings arising from the community and stakeholder engagement process are highlighted below aligned to the key focus areas of the strategy:

Healthy lifestyles

Our community strongly value exercise, healthy eating, access to health services, mental health and have an understanding that healthy lifestyles lead to improved wellbeing and reduced illness. Feedback highlighted the relationship between physical and mental health and the opportunities to facilitate and support social connection. Opportunities to connect with nature were highly valued and seen to provide multiple benefits. Connection to nature to support wellbeing has been a particularly important aspect for community members during the coronavirus (COVID-19) pandemic.

Mental health and wellbeing are an increasing challenge especially in response to the coronavirus (COVID-19) pandemic. Respondents called for a greater focus on mental health in Council's future service delivery, programs and events. More affordable community facilities, free outdoor recreation options as well as active and passive activities that promote health and wellbeing for all were also highly valued.

Health and wellbeing facilities, spaces, services, programs and events provided by Council, and its partners, are highly regarded. It was highlighted that Council needs to increasingly raise awareness of these offerings within the Maroondah community to enhance the health and wellbeing of local people. The community expressed that programs should be co-designed with user groups and relevant community organisations for suitability and success. Further partnering with community groups could increase funding opportunities, greater advocacy and enable greater delivery of initiatives.

Liveable neighbourhoods

Our community value the liveability of Maroondah and are supportive of the development of 20-Minute Neighbourhoods within Maroondah. Strong relationships between liveability, safety and sustainability were identified. Facilities and community services, parks and playgrounds, shops and businesses, accessibility and amenities, open space and green space, public transport, walkability, all contribute to liveability in Maroondah.

During coronavirus (COVID-19) pandemic restrictions, Maroondah residents spent more time in their local neighbourhood, with increased community connection to places and spaces, opportunities for exercise, socialising, outdoor activities, and provided the potential for a greater understanding of living within a 20-minute neighbourhood where everyone can live, work, and play. There is a desire to foster local community and create inviting places of belonging within neighbourhoods. Our community would like to see the creation and activation of local innovative spaces and places that provide the potential for passive recreation and social connections.

Our community understand the impacts of climate change and recognise the importance of collective action for our future, with a strong sense that green spaces and Maroondah's special natural environment needs to be further protected. There is a desire for stronger action to address climate change and advancing community behaviour change to reduce negative environmental impacts.

The community would like to see greater efforts to preserve and expand green and open space, make public spaces and places safer after dark, provide more adequate and appropriate parking, improve public transport frequency and connectivity as well as walkability/active transport. Some felt liveability was being challenged by high density developments, however, it was also acknowledged that urban growth will be needed in the future and should be well planned. Increases in population, without adequate supporting infrastructure, was considered to have impacts on transport congestion and loss of open space. There was a strong desire to protect and enhance green open space, native vegetation and bushland reserves, especially with increased housing density and greater demand for affordable housing.

Engaging with vulnerable groups to support cost of living pressures, access affordable housing, address homelessness, and promote access to services and safety, was seen as important to improving liveability for all in Maroondah. Our community also want to see proactive partnerships with organisations to boost employment opportunities, particularly for young people and people with disability. Supporting and promoting small businesses was also considered to be particularly important.

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Safe communities

Our community view safety as the foundation of liveability. It was identified that people presence through activated places and space helps lead to increased perceived safety and a sense of identity. There is a desire for Council to continue to work with community safety partners, such as Victoria Police, to promote community safety and provide an expanded police response and presence. Council has a role on promoting gender equality, recognising that inequality provides underlying conditions for family violence. It's important that Council supports those at risk of family violence, along with identifying ways for people to discretely seek assistance when in harmful situations. Our community are also aware of the need for increased education around safe use of the Internet, appropriate levels of screen use and the potential safety implications posed by digital environments.

To further improve safety in Maroondah, our community recommend improving infrastructure in the community that impacts people's perceptions of safety. This includes: street lighting, creating safe public places and spaces, building design as well as maintenance of footpaths. A strong desire to address alcohol and drug use in particular at-risk communities was also expressed. Our community also emphasised the importance of using innovative methods to engage vulnerable people and young people in the design of spaces, places and buildings to improve liveability and safety for all.

Respondents validated Council's role in supporting residents during emergencies. It was acknowledged that climate change is likely to increase these severe weather events in the future. It was noted that responsiveness and reaction times are crucial to supporting local people (particularly vulnerable residents) during emergencies. The community also see value in learning from the experiences of coronavirus (COVID-19) pandemic and extreme weather events in emergency planning and management.

Social inclusion

The City of Maroondah is seen as a friendly and inclusive community. Community understanding of social inclusion recognised the associated health and wellbeing benefits, as well as a focus on rights of individuals, not just their needs. Social Inclusion supports health and wellbeing needs in the community through acceptance, connection opportunities, belonging and support. Specifically, social inclusion is supported and isolation reduced by having connection to friends in the, contact with people with similar interests and values, feeling valued and appreciated, and volunteering with local organisations and groups.

Social relationships were understood to be important in preventing family violence and critical to survival in an emergency, as people who aren't connected are more vulnerable. The coronavirus (COVID-19) pandemic has seen the need for social inclusion prioritised by the community. Key areas of need included: support for elderly and people with a disability, increasing community connectedness and support for people who are vulnerable or living alone.

The role of Council and its partners in promoting and facilitating social inclusion within the community was generally commended. Some respondents noted that social inclusion does not need to have 'its own program' but be facilitated through initiatives, activities, programs and events, including volunteering, that bring people together and provide the opportunity for social connection and community participation. It was suggested that Council is well placed to promote opportunities for community involvement, support community leaders to act as community connectors, create opportunities for volunteers and support local volunteer-led organisations.

There was an acknowledgement that the community would benefit from an increased awareness of the importance and benefits of inclusion and that this education would ideally commence at a young age. The community also expressed the importance of bringing people together to create a shared purpose, foster community connection and create networks using inviting places and spaces that create a sense of belonging.

There is a strong desire to ensure that all community members have access to services, facilities and community connection opportunities where everyone can feel valued and empowered. Council could increasingly learn from the lived experiences of community groups and further embed this input into planning and service delivery.

The benefits of diversifying methods of communication to the community were highlighted including the use of social media, printed material and translation services, to ensure all people have access to information. It was noted that technology is a suitable platform to gain social connection amongst some population groups, but not all.

Embracing diversity

Our community value the celebration of diversity, with an expectation that it can increase community harmony and promote acceptance. With increasing diversity of all ages, abilities and backgrounds, there is a continued desire to see this diversity celebrated and embraced. There was a focus to support specific groups, including the LGBTIQ+ community, people with a disability and their carers, people who are experiencing socio-economic disadvantage, young people, children, seniors, people from CALD backgrounds as well as Aboriginal and Torres Strait Islander peoples.

It was noted that Council is well placed to continue to lead by example by ensuring that diversity is visible, normalised and celebrated in Council services and activities. Embracing diversity should continue to be framed positively using strength-based language to promote community groups, initiatives and community inclusion champions.

Feedback suggested that community leaders of diverse groups should increasingly be engaged in Council service planning and delivery. Educating the community about embracing diversity and learnings about diverse groups was also considered to be of importance. This includes embracing cultural understanding and wisdom from Aboriginal and Torres Strait Islander people on the natural environment, wellbeing and belonging. Our community also see the importance of welcoming environments for diverse groups, such as cultural references and gender-neutral changerooms. Council is considered to be a key player to ensure community information needs and communication channels reach all diverse groups in Maroondah.

Social harms

The community highlighted that there is a continued need to proactively address safety issues around gambling, alcohol, tobacco, drugs and excessive screen use. It was stressed that addressing these issues will strengthen the community wellbeing of Maroondah. Our community are aware of the need to promote positive coping mechanisms and healthier alternatives to drugs and alcohol. Respondents also highlighted the importance of positive social connections. It was acknowledged that further work needs to be done to change unhealthy and harmful attitudes surrounding alcohol and other drugs, particularly in community sport. Educating the community on how alcohol, drugs and problem gambling are linked to family violence was also seen as important.



A strategy for liveability, wellbeing and resilience in Maroondah

Our vision

From the background research, community engagement and stakeholder input, the long term vision for community wellbeing liveability and resilience in Maroondah is:

In 2031, Maroondah will be a liveable, healthy and resilient community where everyone can belong, thrive and grow.

Our key focus areas

To deliver this vision and support the overall vision of *Maroondah 2040 - Our future together*, six focus areas have been developed that will create a framework for key directions and priority actions that Council will undertake to achieve this vision.





Liveability Wellbeing and Recovery Strategy 2021



Healthy Lifestyles

Our vision: In 2031, Maroondah will be a healthy and active community where all people are physically and mentally well.

The research tells us



Healthy lifestyles refer to positive outcomes that are achieved through decision making, choice, participation and behaviours that promote holistic health; including reducing the risk of chronic illness and disease and improving overall physical and mental wellbeing. Healthy lifestyles can help to improve happiness and satisfaction in life, reduce our risk of chronic illness and disease, improve life expectancy and maintain good mental health. Healthy lifestyles are directly influenced by physical health, personal and mental wellbeing, activity and social interaction, along with consumption of food and drinks. Our personal wellbeing and the choices we make can help to improve or lower our physical health, mental health, eating behaviours and overall public health.

Our health is strongly linked to external environmental factors. Individual lifestyle behaviours are often affected and shaped by the conditions and environment in which people are born, grow, live, work, and age. Spending time in nature has been shown to have many positive effects on physical, social and mental health. However, our changing climate has significant consequences for the environment and for public health, wellbeing and safety. The direct and indirect impacts of climate change are likely to exacerbate existing public health risks and represent a high risk to human health



Did you know?

52% of Maroondah adults are overweight or obese, with males (62%) more likely to be than females (43%).

Males in Maroondah are less likely to have sought professional help for a mental health problem (7%), compared to females in Maroondah (22%) and males in Victoria (14%).

Our community said

Our community values exercise, healthy eating, access to health services and good mental wellbeing. It has an understanding that healthy lifestyles lead to improved wellbeing and reduced illness. Our community highlighted the relationship between physical and mental health and the opportunities to facilitate and support social connection. Opportunities to connect with nature were highly valued and seen to provide benefits to mental wellbeing, physical health and social connection. Mental health within the community has been particularly impacted by the coronavirus (COVID-19) pandemic and the community desire a greater focus on mental health in Council's service delivery, programs and events.

The community would also appreciate more affordable facilities, free outdoor recreation options as well as active and passive activities that promote health and wellbeing for all.

Health and wellbeing facilities, spaces, services, programs and events provided by Council, and its partners, are highly regarded. It was highlighted that Council has an opportunity to further raise awareness of what is on offer within the Maroondah community to enhance resident health and wellbeing. The community suggested that programs should be co-designed with user groups and relevant community organisations for suitability and success. Partnering with community groups could increase funding opportunities, strengthen advocacy and enable greater delivery of initiatives.

We will work towards healthy lifestyles in Maroondah by prioritising:

Physical health and activity	<p>Work in partnership to promote physical health, through the delivery of accessible initiatives, programs and services.</p> <p>Provide and enhance accessible active and passive open spaces, active travel infrastructure, sporting precincts and integrated recreation facilities, to increase opportunities for and participation in physical activity.</p> <p>Work in partnership to provide safe, inclusive and accessible environments and opportunities for all community members to undertake physical activity.</p>
Gendered health outcomes	<p>Work in partnership to provide services and initiatives that support gendered health outcomes including known health risks, heart disease, cancer, physical activity, maternal health, parenting, healthy masculinities, reducing stigma and supporting those experiencing vulnerability.</p>
Mental health and wellbeing	<p>Work in partnership to promote awareness of mental health, build the capacity of the community to navigate mental health challenges, and advocate for and support at-risk community members to access services.</p> <p>Work in partnership to promote awareness of mental wellbeing and using prevention and strength-based approaches to build the resilience of the community and enhance their wellbeing.</p>
Public health	<p>Work in partnership to implement a preventative approach to addressing current and emerging public health issues, including communicable diseases and drug-resistant infections, and chronic diseases.</p> <p>Work in partnership to advocate for and support the community to minimise the health impacts of climate change, with a focus on vulnerable groups.</p>
Healthy eating	<p>Provide leadership in healthy eating through the promotion of healthier food and drink options for Council facilities, events, spaces and places.</p> <p>Work in partnership to promote healthy eating through community education, initiatives and service delivery.</p> <p>Encourage and promote sustainably grown local produce, enhanced food security and facilitate social inclusion.</p>
Connection to nature	<p>Enhance Maroondah's canopy vegetation, habitat corridors, parklands, bushlands and waterways to promote mental wellbeing, facilitate physical activity, encourage the community's social connection to the natural environment.</p>
Cultural participation	<p>Work in partnership to curate arts and cultural activities, installations and activations to promote health and wellbeing and encourage social connection.</p>

Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031

Indicators of progress

Self-reported health

Percent of Maroondah residents reporting their health as very good or excellent

Subjective wellbeing

Subjective Wellbeing Index for Maroondah residents Maroondah resident satisfaction with life as a whole

Physical activity

Percent of Maroondah residents who are sufficiently physically active

Healthy eating

Percent of Maroondah residents who meet daily consumption guidelines for fruit and vegetables

Example priority actions

- Work with sports clubs and schools to offer and promote entry pathways, non-competitive opportunities to participants of all ages.
- Lead and deliver collaborative mental health initiatives such as Mental Health First Aid training; mental health awareness and coping skills workshops; and the Maroondah Hoarding and Squalor Partnership, in response to the COVID-19 pandemic and to prepare for mental health challenges for future emergencies and disruptions.
- Partner with Communities of Wellbeing Inc to identify and progress positive psychology initiatives including building resilience, wellbeing literacy and community leadership capacity in Maroondah.
- Continue to support EACH and Eastern Health in the vaccine rollout and provide information for people to access vaccination clinics.
- Develop and strengthen a community culture of caring for the natural environment through the promotion of activities that connect people and nature such as providing guided bushland walks, tree planting initiatives and supporting bushland volunteers.

- Continue to work towards policies and implementation plans that enhance the range of healthy options offered within Council-owned and operated facilities.

Alignment to Maroondah 2040 Outcomes

- A safe, healthy and active community
- A clean green and sustainable community

Alignment to Victorian Public Health and Wellbeing Plan 2019-2023 priorities

- Increasing healthy eating
- Decreasing the risk of drug resistant infections in the community
- Increasing active living
- Improving mental wellbeing

Related Council documents

- *Maroondah 2040 Community Vision*
- *Council Plan 2021-2025*
- *Positive Ageing Framework and Action Plan*
- *Children's and Families Strategy 2020*
- *Maroondah COVID-19 Recovery Plan 2021*
- *Disability Policy and Action Plan 2019-2021*
- *Equally Active Strategy 2019*
- *Gender Equity Policy 2018*
- *Habitat Corridors Strategy (under development)*
- *Open Space Strategy 2016*
- *Physical Activity Strategy 2015-2020*
- *Sustainability Strategy 2016-2020*
- *Maroondah Vegetation Strategy 2020-2030*
- *Youth Strategy 2017*

“People are living older and improving people’s mental and physical health should be a financial and social benefit to community.” *Croydon Hills, 18-34, Male*



Liveability Wellbeing and Recovery Strategy 2021



Liveable neighbourhoods

Our vision: In 2031, Maroondah will be a network of liveable neighbourhoods with a range of opportunities to live, work and play locally.

The research tells us



Did you know?

26% of Maroondah residents both live and **work locally**. This is expected to increase in line with changes to working arrangements since COVID-19.

72% of Maroondah dwellings are estimated to be within **400m of public open space**, which is higher than Knox (69%) and Yarra Ranges (53%).

10% of the Maroondah population experienced **housing stress** in 2016. This is particularly evident in Ringwood MAC (20%) and Croydon MAC (18%).

An estimated 49% of dwellings in Maroondah are located within **400m of regular public transport**, compared to 38% in Knox and 13% in Yarra Ranges.

Liveable neighbourhoods can shape the way we live, feel, enjoy and experience our community and are important for health and wellbeing. Liveable neighbourhoods are safe, attractive, socially inclusive and environmentally sustainable. Key elements of a liveable neighbourhood include affordable and diverse housing, employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities; via convenient public transport, walking and cycling infrastructure.

20-Minute Neighbourhoods are about 'living locally' - giving people the ability to meet most of their everyday needs within a 20-minute walk from home, with access to safe cycling and local public transport options. Features of 20-Minute Neighbourhoods include local health facilities and schools, employment opportunities, green streets and spaces and affordable housing options. Local neighbourhood design influences physical activity, health outcomes, social connectedness and sustainability.

Our community said

Our community value the liveability of Maroondah and are supportive of the development of 20-Minute Neighbourhoods within Maroondah. Facilities and community services, parks and playgrounds, shops and businesses, accessibility and amenities, open space and green space, public transport and walkability all contribute to liveability in Maroondah. One of the positive outcomes of the coronavirus (COVID-19) pandemic was the reconnection of community members to their local neighbourhoods and the opportunities they provide.

There is a desire to foster local community and create inviting places of belonging within neighbourhoods. Our community would like to see the creation and activation of local innovative spaces and places that provide the potential for passive recreation and social connections. Our community understand the impacts of climate change and recognise the importance of action for our future, with a strong sense that the green space, clean air and natural environment in Maroondah needs to be protected. There is a desire for stronger action to address climate change and encouraging community behaviour change to reduce environmental impact.

We will work towards healthy lifestyles in Maroondah by prioritising:

Social and Community Housing	Work in partnership to increase investment in accessible, high quality, safe and well-located social and community housing.
Affordable Housing	Advocate and promote a diverse range of high quality innovative and affordable housing options to meet the needs of all income levels and life-stage requirements.
20-Minute neighbourhoods	Facilitate an integrated network of thriving local neighbourhoods across Maroondah that facilitate a sense of belonging and healthy lifestyles, that also enable access to key services and amenities; and education and employment opportunities; and places of connection.
Walkability / Bike-friendly	Work in partnership to facilitate local neighbourhood networks that are walkable and bike-friendly, and promote active travel of all ages, abilities and backgrounds.
Transport network	Advocate and work in partnerships to enable an integrated network of safe, accessible and efficient transport options, including public transport, that meet the needs of people of all ages, abilities and backgrounds.
Open spaces	Promote and enhance Maroondah's active and passive open spaces to provide opportunities for connection, exercise, play and enjoyment for all people.
Continuous learning	Plan, advocate and facilitate improved access and opportunities for continuous learning for people of all ages, abilities and backgrounds.
Employment pathways	Work in partnership to facilitate local employment pathways with a focus on young people, people with a disability, along with people experiencing mid-career transition and seeking to re-enter the workforce.
Climate change	<p>Foster liveable places and spaces for our community that are capable of adapting to climate change and responding to current and future risks.</p> <p>Work in partnership to reduce Maroondah's greenhouse gas emissions and foster a culture of sustainable living within the community.</p>

Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031

Indicators of progress

Attractive open space

Public open space in Maroondah (hectares)

Household stress

Percent of Maroondah households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on housing costs

Transport proximity

Percent of Maroondah households that are within 200 metres of a bicycle facility and/or 400 metres of a bus stop and/or 800 metres of a train station

Environmental leadership

Community perception of Council's performance in relation to environmental sustainability

Example priority actions

- Continue to work in partnership to address the urgent need for increased social housing and advocate for a more effective homelessness service system through the regional Local Government Homelessness and Social Housing Charter.
- Advocate to State and Federal Government through the Eastern Affordable Housing Alliance for increases in social and affordable housing supply, finance and housing subsidies.
- Implement the Greening the Greyfields project to facilitate a sustainable approach to urban redevelopment in identified residential precincts.
- Work in collaboration towards the implementation of the Eastern Regional Trails Strategy, including the Ringwood to Croydon shared user path.
- Support the removal of level crossings (Bedford Rd, Dublin Rd, Coolstore Rd in Croydon) and upgrades to Croydon and Ringwood East railway stations.
- Work in partnership with the Victorian Government to undertake municipal-level kindergarten planning including the rollout of funded three-year-old kindergarten.

Alignment to Maroondah 2040 Outcomes

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

Alignment to Victorian Public Health and Wellbeing Plan 2019-2023 priorities

- Tackling climate change and its impact on health
- Increasing healthy eating
- Increasing active living
- Improving mental wellbeing

Related Council documents

- *Maroondah 2040 Community Vision*
- *Council Plan 2021-2025*
- *Affordable and Social Housing Policy 2018*
- *Arts and Cultural Development Strategy 2020-2025*
- *Asset Plan (under development)*
- *Climate Change Risk Adaptation and Mitigation Strategy 2018/19 to 2021/22*
- *Croydon Structure Plan (under review)*
- *Disability Policy and Action Plan 2019-2021*
- *Heathmont Structure Plan 2012*
- *Housing Strategy 2016*
- *Maroondah COVID-19 Recovery Plan 2021*
- *Open Space Strategy 2016*
- *Ringwood MAC Masterplan 2018*
- *Ringwood East Structure Plan 2012*
- *Road Management Plan 2021-2025*
- *Sustainability Strategy 2016-2020*

“Liveable neighbourhood involve a balance between housing, green corridors, sporting facilities, schools and community facilities.” *Warranwood, 60+, Female*



Liveability Wellbeing and Recovery Strategy 2021



Safe communities

Our vision: In 2031, Maroondah will be an accountable community where all people feel and are safe.

The research tells us



Safety is a fundamental component of wellbeing, liveability and resilience. The degree to which someone feels safe within a home, workplace or community has a significant impact on how and where they live, work and play. Feeling safe and secure within a home, neighbourhood, workplace, digital settings and community can affect one's sense of freedom, levels of stress and overall mental health, physical health, trust, social habits and lifestyle behaviours, social connections, work and study productivity, and participation in leisure, community and physical activities.



Did you know?

Maroondah has amongst the highest rates of family violence incidents in the EMR.

In 2020, the Maroondah criminal incident rate was lower than the Victorian rate (4826.4 per 100,000, compared to 6019.7). Most incidents occurred in Ringwood and Croydon, and the major locations were in homes and streets/lanes/footpaths.

Our community said

Our community view safety as the foundation of liveability. To further improve safety in Maroondah, our community recommend addressing and improving infrastructure in the community that impacts perceptions of safety. There is a desire for Council to partner with organisations to promote community safety, positive cultures in community sport, digital safety awareness and behaviours, provide family violence education and support those at risk of family violence.

Our community would also like to see young people engaged in the design of places, spaces and buildings; address high levels of alcohol consumption; and provide create approaches opportunities to deter undesirable behaviour.

There is a desire for Council to continue supporting residents during emergencies and an understanding that climate change is likely to increase these events. Responsiveness and reaction time are crucial to support residents (particularly vulnerable residents) during emergencies. The community also see value in learning from the experiences of the coronavirus (COVID-19) pandemic and extreme weather events in emergency planning and management.

We will work towards safe communities in Maroondah by prioritising:

Community safety	<p>Work in partnership to promote community safety and implement initiatives and practices aimed at improving the actual and perceived safety of the community.</p> <p>Plan and advocate for the application crime prevention and community safety principles that facilitate safe places and spaces.</p> <p>Promote and facilitate safer cultures, spaces and settings relating to issues of gambling, alcohol and other drugs.</p>
Promoting gender equality and preventing violence	<p>Work in partnership to promote gender equity and inclusion in Maroondah to facilitate fairness of opportunity, safe environments and respectful relationships that reduce all forms of gender-based violence and discrimination.</p>
Elder abuse	<p>Advocate and support initiatives for the prevention of all forms of elder abuse.</p>
Child protection	<p>Promote a culture of child safety that is prevention focussed and proactive, encourages the empowerment of children and young people, and supports all people in the community safely disclose risks of harm to children and young people, and to respond effectively to allegations of child abuse.</p>
Road safety	<p>Work in partnership to advocate for road safety infrastructure and promote road safety through education and training.</p>
Emergency management	<p>Work in partnership to utilise existing community resources and strengths to build resilience and preparedness and reduce vulnerability.</p> <p>Provide leadership in community-centred response, relief, recovery and regeneration arising from disruptions and emergencies, including those resulting from climate change.</p>
Digital safety	<p>Work in partnership to raise awareness of digital safety to minimise harm and promote safe online behaviours and interactions.</p>

Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031

Indicators of progress

Perceptions of safety

Percent of Maroondah residents who agree that they feel safe when walking alone at night

Crime

Offence rate per 100,000 population in Maroondah

Appearance of public areas

Community satisfaction with the appearance of public areas

Example priority actions

- Continue to implement Crime Prevention through Environmental Design (CPTED) principles which include enhanced lighting, improved infrastructure, responsive removal of graffiti, landscape modification and activating public spaces.
- Work in partnership with peak sporting bodies, recreation facilities, allied health and sporting clubs to deliver positive cultural change initiatives including the VicHealth Raise the Bar Project.
- Support the implementation of the Gender Equality Act 2020, including Council's Gender Equality Action Plan.
- Develop methodology to conduct Gender Impact Assessments on Council policies, programs and services, and build the capacity of employees to undertake assessments.
- Work in partnership to deliver a range of programs and initiatives that aim to promote community awareness about elder abuse.
- Work in partnership with local emergency service organisations and agencies to ensure Maroondah's municipal emergency response, relief and recovery plans can be activated in the event of an emergency, including ongoing community engagement to ensure services continue to meet community needs
- Work in partnership to deliver the 'Porn is not the Norm' project which supports young people with autism, their families, carers and professionals to understand the intersection between pornography and autism.

Alignment to Maroondah 2040 Outcomes

- A safe, healthy and active community
- An attractive thriving and well built community
- An inclusive and diverse community

Alignment to Victorian Public Health and Wellbeing Plan 2019-2023 priorities

- Reducing injury
- Preventing all forms of violence
- Improving sexual and reproductive health

Related Council documents

- *Maroondah 2040 Community Vision*
- *Council Plan 2021-2025*
- *Positive Ageing Framework and Action Plan*
- *Asset Plan (under development)*
- *Children and Families Strategy 2017*
- *Equally Active Strategy 2019*
- *Gender Equity Policy 2018*
- *Gender Equality Action Plan 2021*
- *Croydon Structure Plan (under review)*
- *Disability Policy & Action Plan 2019-2021*
- *Heathmont Structure Plan 2012*
- *Maroondah COVID-19 Recovery Plan 2021*
- *Municipal Emergency Management Plan*
- *Open Space Strategy 2016*
- *Ringwood Metropolitan Activity Centre Masterplan 2018*
- *Ringwood East Structure Plan 2012*
- *Youth Strategy 2017*

“We should all feel safe to go about our business, regardless of the hour of the day or day of the week. We should be able to walk the streets at night or early morning without fear or trepidation.” *Ringwood, 35-59, Female*



Liveability Wellbeing and Recovery Strategy 2021



Social inclusion

Our vision: In 2031, Maroondah will be an inclusive, accessible and equitable community where all people can participate, feel connected and experience a sense of belonging.

The research tells us



A socially inclusive community enables all members of the community to fully participate and contribute to social, economic and cultural life in a welcoming and safe manner. Being socially included means that: people have the resources, opportunities and capabilities they need to participate in education and training (learn); participate in employment, unpaid or voluntary work including family and carer responsibilities (work); connect with people, use local services and participate in local, cultural, civic and recreational activities (engage); and influence decisions have impact them (voice). Research shows that social connection and participation can assist with good mental health, reduce psychological distress and help to maintain overall health and wellbeing. Being inclusive involves deliberate actions taken to remove or reduce barriers to inclusion and to create opportunities that facilitate and encourage full participation.



Did you know?

Lone person households comprise one in four (23%) Maroondah households. This rate is higher in Croydon MAC (40%) and Ringwood MAC (34%).

One in five (20%) Australians report having experienced a major form of discrimination in the last 2 years. Young people (aged 18 to 24), Aboriginal and Torres Strait Islander Australians, LGBTIQ+ people, religious minorities, and people with disability, report the highest levels of discrimination.

Our community said

Maroondah is seen as a friendly and inclusive community. Social inclusion is seen as currently supporting health and wellbeing needs in the community through available opportunities for acceptance, belonging and support. It is important for people to be part of a community with friendships, contact with people who are similar, environments where people feel valued and appreciated, and opportunities to volunteer. No one in the community should experience discrimination, feel threatened or be excluded. Social relationships were understood to be important in preventing family violence and critical to survival in an emergency, as people who aren't connected are more vulnerable. The coronavirus (COVID-19) pandemic has seen the need for social inclusion prioritised by the community. Key areas of need included supporting and community members with a disability and elderly people, increasing community connection, addressing homelessness and supporting vulnerable people and those living alone.

Social inclusion is facilitated through initiatives, activities, programs and events, that bring people together and provide the opportunity for social connection and community participation. There is a role for Council to promote opportunities for community involvement, encourage local leaders to act as community connectors, create opportunities for volunteers and support local volunteer-led organisations. The importance of bringing people together to create a shared purpose, foster community connection and create networks using inviting places and spaces that create a sense of belonging was expressed. There is a strong desire to ensure that all community members have access to services, facilities and community connection opportunities where everyone can feel valued and empowered. Council can learn through lived experiences of community groups and embed this input into planning and service delivery.

We will work towards social inclusion in Maroondah by prioritising:

Accessibility	Promote, provide and improve community infrastructure, services and events that are accessible for all people.
Equity	Promote and create opportunities for equity across all abilities, ages, cultures, genders, languages, religions, sexualities and socio-economic groups.
Community participation	Work in partnership to create opportunities for community participation and social connection for all people.
Sense of belonging	Encourage and promote opportunities for all people to develop a strong sense of belonging to their local community.
Community infrastructure	Plan, provide and promote opportunities and places for social connection and cultural vibrancy through community infrastructure and activation across Maroondah.
Vulnerable communities	Work in partnership to advocate for and support vulnerable and disadvantaged communities and community members.
Homelessness	Work in partnership to support community members experiencing or at risk of homelessness and promote pathways out of homelessness.
Volunteering	Work in partnership to support, empower and connect organisations and groups that involve volunteers. Promote diverse and attractive opportunities and empower local volunteers.
Digital inclusion	Work in partnership to enable access to digital environments and build confidence in digital literacy.

Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031

Indicators of progress

Sense of community

Percent of Maroondah residents who agree people are willing to help in their neighbourhood

Percent of Maroondah residents who agree they live in a close-knit neighbourhood

Social connectedness

Percent of Maroondah residents who agree people in their neighbourhood can be trusted

Volunteerism

Percent of Maroondah residents who actively volunteer

Example priority actions

- Work in partnership to explore opportunities to connect residents within local neighbourhoods including Let's Get Neighbourly, Maroondah and Know Your Neighbour initiatives.
- Work in partnership to undertake the staged redevelopment of the Croydon Community Wellbeing Precinct to deliver new community hubs that meet the needs of all ages, abilities and backgrounds.
- Support community relief agencies through the Maroondah Emergency Relief Network and undertake initiatives to meet the needs of vulnerable community members, including in response to the coronavirus (COVID-19) pandemic.
- Work in partnership to support community-based organisations to build their capacity to recover and respond to the COVID-19 pandemic, including the re-engagement and development of volunteers, rebuilding membership and supporting good governance.
- Expand online learning opportunities for older residents to encourage confident participation in digital social technology.

Alignment to Maroondah 2040 Outcomes

- A safe, healthy and active community
- An attractive thriving and well built community
- An inclusive and diverse community

Alignment to Victorian Public Health and Wellbeing Plan 2019-2023 priorities

- Preventing all forms of violence
- Improving mental wellbeing

Related Council documents

- *Maroondah 2040 Community Vision*
- *Council Plan 2021-2025*
- *Positive Ageing Framework and Action Plan*
- *Asset Plan (under development)*
- *Children and Families Strategy 2017*
- *Disability Policy & Action Plan*
- *Equally Active Strategy 2019*
- *Gender Equity Policy 2018*
- *Gender Equality Action Plan 2021*
- *Maroondah COVID19 Recovery Plan 2021*
- *Open Space Strategy 2016*
- *Youth Strategy 2017*

“it creates good people and strong communities when people “do things together with a common interest.”

Croydon, 35-59, Female



Liveability Wellbeing and Recovery Strategy 2021



Embracing Diversity

Our vision: In 2031, Maroondah will be a harmonious community that celebrates and embraces diversity where all people are respected and valued.

The research tells us



Diversity plays a major contributing factor towards community liveability, health, and wellbeing. Diversity can be defined as understanding and recognising individual differences. Differences can include race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, or other ideologies. Embracing diversity is the exploration of these differences in a safe, positive, and fostering environment, moving beyond simple tolerance and embracing and understanding the rich dimensions of diversity within everyone.

Maroondah is home to a diverse range of communities including, but not limited to, people with disability, cultural and linguistic diverse (CALD) communities, Aboriginal and Torres Strait Islanders, people with a range of faiths, and community members with different gender and sexual identities.



Did you know?

In 2016, almost one in five (17%) Maroondah residents speak a **language other than English** at home. Compared to 13% in 2011.

5% of Maroondah's population needing help in their day-to-day lives due to a disability. This rises to one in two (48%) aged over 85.

560 Maroondah residents identified as Aboriginal and Torres Strait Islander peoples in 2016, an increase from 413 in 2011.

Our community said

Our community value the celebration of diversity, with an expectation that it can increase community harmony and promote acceptance. With increasing diversity of all ages, abilities and backgrounds, there is continued desire to see this diversity celebrated and embraced.

Council has a role in leading by example and encouraging diversity be visible, normalised and celebrated in Council services and activities. Community leaders of diverse groups provide insights in the planning and delivery of services.

The community also see the importance of educating the community about embracing diversity and learning from the wisdom of diverse groups, including Aboriginal and Torres Strait Islander. Our community also recognise the importance of creating welcoming environments and accessible services for diverse groups within Maroondah. Council has an opportunity to explore communication channels to effectively reach all diverse groups across Maroondah.

We will work towards embracing diversity in Maroondah by prioritising:

Intersectionality	Understand, respond to and advocate for intersectional needs of all communities, with a focus on reducing discrimination and barriers; promoting equity and respect; and inclusive service delivery.
Disability	Facilitate and advocate equal opportunity for people of all abilities, their families and their carers to actively and fully participate in the life of our community.
Culturally and Linguistically Diverse	Work in partnership to understand and support the needs of culturally and linguistically diverse communities to actively and fully participate in the life of our community, including refugees, new arrivals, migrants and interfaith communities.
Aboriginal and Torres Strait Islander peoples	Work collaboratively to celebrate, promote, recognise and integrate the culture of Aboriginal and Torres Strait Islander peoples to facilitate equity, respect, understanding and reconciliation.
LGBTQIA+	Advocate and promote equity, safety, inclusion and wellbeing for community members of all sexualities.
Gender identity	Advocate and promote equity, safety, inclusion and wellbeing for community members of all genders and gender identities.
Age groups	<p>Work in partnership to facilitate the health and wellbeing of all children and their families through meaningful engagement, proactive advocacy, opportunities for participation and access to inclusive local services and spaces.</p> <p>Work in partnership to raise the wellbeing of Maroondah's young people to be healthy, connected, engaged and prepared</p> <p>Work in partnership to encourage positive ageing by optimising opportunities for participation, health and security to enhance the quality of life as people age in our community.</p>

Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031

Indicators of progress

Recent migrants

Number of migrants and refugees settling in Maroondah

Culturally and linguistically diverse communities

Language other than English

Proportion of residents who speak a language other than English at home

Example priority actions

- Work in partnership to develop initiatives that improve community inclusion and participation for people with a disability and their carers to help address social isolation.
- Work in partnership with agencies and community leaders to support COVID-19 translation services for CALD groups, understand local challenges and ensure distribution of key information to local communities.
- Celebrate and recognise Indigenous culture through a diverse range of cultural activities and arts expressions through events such as Reconciliation Week and NAIDOC Week and services for children and young people.
- Commemorate IDAHOBIT Day (International Day Against Homophobia, Biophobia, Interphobia & Transphobia), which both celebrates the LGBTIQ+ people around the world and acknowledges the work that still needs to be done to ensure true inclusion and acceptance within the community.
- Provide universal access to safe, high quality and inclusive Maternal and Child Health services for all Maroondah children from birth to school age, to support parent and carer capacity to nurture and achieve optimal health, development and wellbeing.
- Continue to deliver the Maroondah Youth Wellbeing Advocates program to promote genuine engagement between Council and Maroondah's young people on matters that affect them and their communities.

- Deliver initiatives to support social connection, mental health and wellbeing as well as physical health, for older community members.

Alignment to Maroondah 2040 Outcomes

- A safe, healthy and active community
- A vibrant and culturally rich community
- An inclusive and diverse community
- A well governed and empowered community

Alignment to Victorian Public Health and Wellbeing Plan 2019-2023 priorities

- Preventing all forms of violence
- Improving mental wellbeing

Related Council documents

- *Maroondah 2040 Community Vision*
- *Council Plan 2021-2025*
- *Positive Ageing Framework and Action Plan*
- *Arts and Cultural Development Strategy 2020-2025*
- *Children and Families Strategy 2020*
- *Disability Policy and Action Plan 2019-2021*
- *Equally Active Strategy 2019*
- *Gender Equity Policy 2018*
- *Gender Equality Action Plan 2021*
- *Maroondah COVID-19 Recovery Plan 2021*
- *Open Space Strategy 2016*
- *Reconciliation Action Plan 2018*
- *Youth Strategy 2017*

“As a person from a marginalised group, having diversity as something not only encouraged but celebrated is something I believe is actually needed. Without it, many people face significantly diminished quality of life and social rejection that can have severe consequences.”

Croydon, 18-34, Female



Liveability Wellbeing and Recovery Strategy 2021



Social harms

Our vision: In 2031, Maroondah will be a socially responsible community that inspires positive choices and reduces impacts from harmful social behaviours.

The research tells us



There are a range of social behaviours that can result in disruptive and negative impacts on individual and community wellbeing. Lifestyle behaviours such as tobacco, drug, alcohol abuse, problem gambling and excessive screen use are acknowledged as contributing factors to poor mental and physical health. Harmful levels of alcohol consumption present major health issues associated with increased risk of chronic disease, injury and premature death. Effects of illicit drug use can be severe, including poisoning, heart damage, mental illness, self-harm, suicide and death. Tobacco smoking is the single most important preventable cause of ill health and death in Australia, and longitudinal data shows that there is a downward trend in national tobacco consumption.

Excessive screen use can lead to broad-ranging harms with significant physical, mental, social, and economic costs for individuals and communities. Gambling-related harm involves adverse consequences leading to health or wellbeing impacts on an individual, family unit, community or population. Problem gambling has been linked to poor employment outcomes, higher rates of diabetes, poor mental wellbeing and suicide ideation as well as family violence.



Did you know?

Maroondah has the highest rate of alcohol assaults during high alcohol consumption hours in the EMR.

In Maroondah, 14% of the adult population smoke daily.

More than \$45 million was lost on pokies in Maroondah during 2019/20.

Our community said

The community understand there is a continued need to proactively address safety issues around gambling, alcohol, tobacco, drugs and excessive screen use. It is viewed that addressing these characteristics will strengthen the community atmosphere of Maroondah. Our community are aware of the need to promote positive coping mechanisms and healthier alternatives to drugs and alcohol.

The community also highlighted the importance of positive social connections. There is also a need to change unhealthy and harmful attitudes surrounding alcohol and other drugs, particularly in community sport. Educating the community on how alcohol, drugs and problem gambling are linked to family violence was seen as important.

We will work towards addressing social harms in Maroondah by prioritising:

Gambling	Work in partnership to prevent and minimise gambling-related harm in the community through collective advocacy, health promotion and raising awareness around the impacts of harmful gambling behaviours.
Alcohol	Work in partnership to prevent and minimise alcohol-related harm in the community through joint advocacy, education and promoting safer alcohol cultures and environments.
Tobacco	Work in partnership to de-normalise smoking behaviours and reduce smoking-related harm through education, community awareness, regulation and increasing smoke-free public spaces.
Illicit drugs	Work in partnership to minimise illicit drug-related harm in the community through advocacy, education, and facilitating safer cultures, spaces and places.
Excessive screen use	Work in partnership to raise awareness of the harms related to excessive screen use and promote safe and healthy screen behaviours and interactions.

Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031

Indicators of progress

Gambling

Reduction in EGM per person spend

Alcohol

Reduction in presentations of alcohol related incidents at emergency departments during high alcohol consumption hours

Drugs

Reduction in hospital presentations of drug related incidents

Tobacco

Reduction in daily smoking rate

Example priority actions

- Continue to work in partnership with the Alliance for Gambling Reform to advocate for minimising harm from gambling.
- Work in partnership to support primary prevention initiatives that address alcohol related harm.
- Explore an expansion of smoke-free areas during the review of Local Law Number 11.
- Provide a range of high quality, innovative education programs and sessions that meet local community need, including technology use

Alignment to Victorian Public Health and Wellbeing Plan 2019-2023 priorities

- Reducing tobacco-related harm
- Reducing harmful alcohol and drug use
- Preventing all forms of violence
- Improving mental wellbeing

Related Council documents

- *Maroondah 2040 Community Vision*
- *Council Plan 2021-2025*
- *Children and Families Strategy 2020*
- *Gambling Policy 2018*
- *Maroondah COVID-19 Recovery Plan 2021*
- *Youth Strategy 2017*

Alignment to Maroondah 2040 Outcomes

- A safe, healthy and active community
- An inclusive and diverse community

“Pokies are a blight on the outer suburbs and alcohol is too readily available, e.g. home delivery 24hrs a day.”

Heathmont, 60+, Female



Making it happen

Partnerships between a wide range of community service agencies, community organisations and groups, and community members will be vital in implementing the Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031.

Council will continue to play a key role in leading work on each of the six focus areas and partnering with and supporting the community to achieve the vision statements identified over the next 10 years.

This Strategy 2021-2031 will form a key pillar within Council's Integrated Planning Framework - taking direction from *Maroondah 2040 - Our future together* and the Council Plan - but providing direction for a wide range of other strategies, social policies, Council services and programs, and projects.

The Strategy will help to shape where Council will focus its resources, energy and efforts - whilst acting as a catalyst for community partnerships and providing justification for seeking grant funding for other levels of government.

To articulate the specific actions of Council in working towards the key directions in this Strategy, a number of integrated action plans will be developed/reviewed and implemented. These associated action plans will highlight the short-medium priorities of Council in working towards the Strategy and be reviewed regularly during the lifespan of the Strategy to ensure they are responsive to community needs.

These associated action plans, along with associated social policies and Council advisory Committees are shown in the diagram below.



Measuring our progress

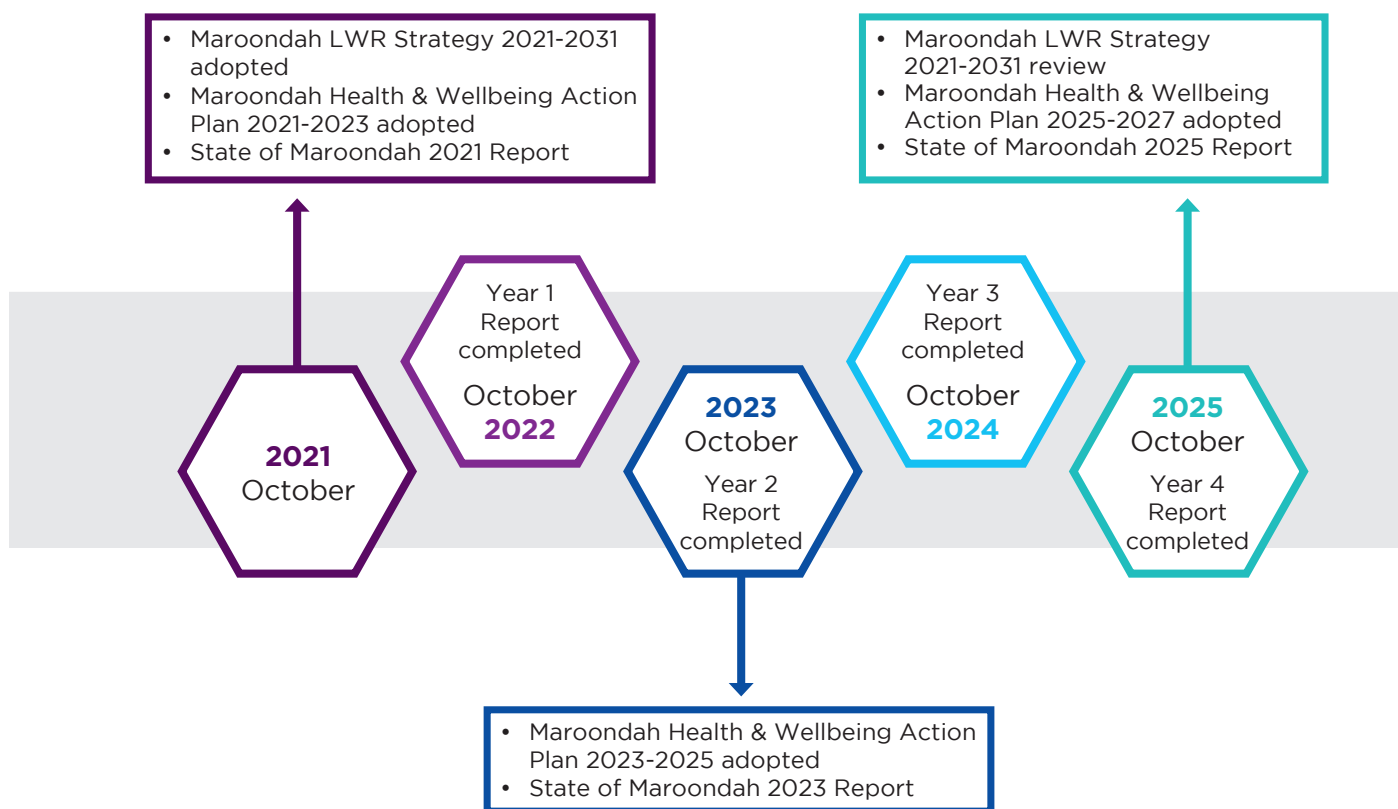
The *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031* highlights a broad range of priorities for enhancing the health, wellbeing, liveability and resilience of the Maroondah community over the next 10 years.

The associated action plans highlight the short-medium priorities of Council in working towards the priorities of the Strategy.

Significant change often occurs gradually and it is easy to overlook progress unless this is measured. To measure progress toward achieving the preferred future outcomes outlined in this

Strategy, a number of key tactical outcome-based indicators have been selected linked to each of the six focus areas.

Over time, these indicators will be used to identify how successful the initiatives of Council and its community partners have been in working towards the future outcomes and key directions outlined in



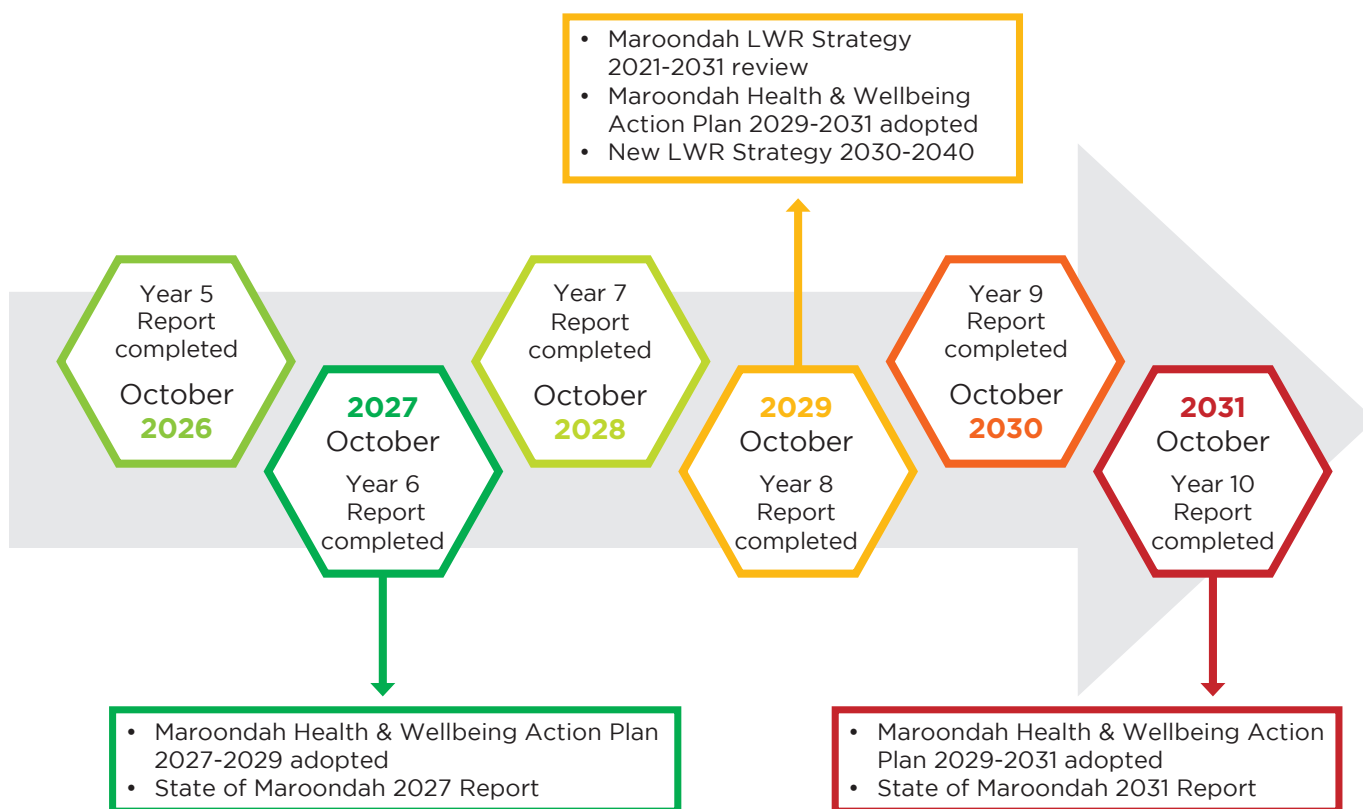
the Maroondah Liveability Wellbeing and Resilience Strategy. Council will periodically report on the broader outcomes achieved relating to these indicators along with some of the activities undertaken in progressing towards the overall vision statements highlighted in the Strategy.

Council advisory committees will also be engaged to inform and provide direction on priorities in the Strategy, along with receiving regular reports on the implementation of initiatives.

In addition, Council will report on progress made on key action plans that are linked to Strategy on an annual basis. Service delivery activities to support the priorities of this Strategy will also be captured in *Council's Annual Report*.

Achievements associated with this Strategy will be incorporated into the State of Maroondah Report that is currently prepared every two years. The State of Maroondah Report is intended to celebrate achievements, recognise efforts, monitor trends and identify areas for future improvement in working towards the Maroondah 2040 Community Vision.

An interim review of this strategy will be undertaken in 2024/25 and full review of this Strategy will be undertaken in 2029/30. Given the changing dynamic and emerging needs arising from the COVID-19 pandemic, Council will review action plans related to health and wellbeing every two years. Findings from the 2021 Census will also be incorporated into future reviews of this strategy.



Glossary

Aboriginal or Torres Strait Islander (ATSI): A person of Aboriginal and/or Torres Strait Islander descent who identifies as an Aboriginal and/or Torres Strait Islander. See also Indigenous.

Activity Centre: Areas that provide a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use from smaller neighbourhood centres to major suburban centres and larger metropolitan centres.

Active living: A way of life that integrates physical, social, mental, emotional and spiritual activities into daily routines.

Active travel: Any form of non-motorised transport, mostly walking and cycling; includes trips made for transport purposes (such as to work, school, shops and activities) or for purely recreational purposes. It does not include walking or cycling for competition.

Advocacy: To provide support to a cause or to make public recommendation on behalf of others. Local government have a role to advocate on behalf of local community needs to other levels of government.

Affordable housing: Housing where the cost (whether of mortgage repayments or rent) is no more than 30 per cent of the household's income, for households in the bottom two quintiles (lowest 40%) of median incomes for a defined area.

Ageing in Place: A person living in the residence of their choice as they age for as long as they are able, incorporating responsive and flexible care in line with their changing needs.

Alcohol-related harm: Harmful physical and mental health issues, such as chronic disease, injury over a lifetime or premature death caused due to high-risk consumption of alcohol.

Annual Report: A report on the activities of Council over the previous financial year. The report includes a report of operations, audited financial statements and an audited performance statement.

Antimicrobial resistance: Occurs when microbials (bacteria, virus, fungi and parasites) change over time to become resistant to medicines and make infections harder to be treated. This resistance to antibodies and resulting increase of infections can cause disease and death.

Asset: An item of value that enables a service to be provided and has an economic life greater than 12 months.

Asylum seeker: An individual who is seeking international protection because they fear persecution, or they have experienced violence or human rights violations. An asylum seeker applies for protection through an application for refugee status. Once this status is granted, they become a 'refugee'. Not every asylum seeker becomes a refugee, but every refugee starts out as an asylum seeker.

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.

Bike friendly: Provides infrastructure that supports cyclists and encourages people to use their bike for transportation and recreation. This can include dedicated bicycle lanes, well connected trail networks, shared user pathways, bicycle parking, bicycle repair stations and wayfinding signage.

Biodiversity: The term given to the variety of all forms of life. It is the variety within and between all species of plants, animals and micro-organisms and the ecosystems within which they live and interact. Biodiversity spans organisms from the smallest virus to the largest trees.

Canopy cover: The fraction of ground area covered by the vertical projection of tree crown perimeters.

Canopy vegetation: Mature trees that are at a height where the foliage covers a broad area.

Carbon Neutral Certification: Endorsement that entity that has meet the requirements of the National Carbon Neutral Standard.

Carer: A person who over an extended period of time provides regular care for another person who needs support with daily activities - often relating to support for a child, person who is unwell, elderly or person with a disability.

Charter of Human Rights and Responsibilities Act 2006: Victorian Government legislation created to protect and promote human rights. It sets out freedoms, rights and responsibilities.

Chronic disease: Persistent and long-lasting diseases that require ongoing medical attention and/or limit regular activities. Examples include heart disease, long last kidney or lung diseases, diabetes, dementia and cancer.

Climate change: Changes in the state of the climate, including an increase in extreme weather events, long-term changes in weather patterns and sea level rise, attributed directly or indirectly to human activity.

Climate vulnerability: The degree to which a system, sector or social group is susceptible to the adverse effects of climate change; vulnerability depends on the nature of the climate changes to which the system is exposed, its sensitivity to those changes and its adaptive capacity.

Communicable diseases: Diseases that are caused by infectious agents and can spread from person to person, e.g., common cold, flu, chicken pox, COVID19, hepatitis, polio, tetanus.

Community capacity building: An approach that enables community members to develop skills and competencies to enable self determination, become more involved in community, solve collective problems and/or make a positive contribution to community.

Community gardens: Generally not-for-profit groups of residents and volunteers that operate on designated open space land to grow fresh food, participate in sustainable urban practices, improve food literacy, learn horticultural skills, build community connections through shared activities, harvest and distribute crop yield.

Community engagement: Community engagement is a planned process that provides a range of opportunities for public involvement in Council's decision-making, relationship building and community strengthening. Council's approach to community engagement is outlined in the Maroondah Community Engagement Policy.

Community Engagement Policy: A formal expression of Council's commitment to engaging with the Maroondah community and understanding the different views, experiences and expertise our community has to offer.

Community Satisfaction Survey: A Victorian Government survey conducted once a year to gauge community satisfaction levels with Council services.

Community Vision: Description of the municipal community's aspirations for the future of the municipality for at least the next 10 financial years. The Maroondah 2040 Community Vision represents the strategic direction of Council as required by section 90 of the *Local Government Act 2020*. Also see Maroondah 2040 Community Vision.

Council: Democratically elected Councils are an essential tier of government established by the *Victorian Constitution Act 1975* having the functions and powers that the Parliament considers are necessary to ensure the peace, order and good government of each municipal district.

Council Advisory Committee: Specialist appointees consisting of community representatives and/or agency stakeholders who provides advice and recommendations to Council on matters relating to the delivery of strategies, services and activities. There are eight Council advisory committees in operation in Maroondah.

Council Plan: A four-year plan which provides the medium-term framework for Council operations by outlining: the strategic direction of Council (Community Vision); strategic objectives for achieving the strategic direction (future outcomes); strategies for achieving the objectives for a period of at least the next four financial years (key directions); strategic indicators for monitoring the achievement of objectives (Council Plan indicators); and a description of Council's initiatives and priorities for service, infrastructure and amenity (priority actions).

Councillor: A member of the community elected in accordance with the *Local Government Act 2020* to participate in Council decision making, represent the interests of the municipal community and contribute to the strategic direction of Council. Councillors are responsible for the stewardship and governance of Council as the elected representatives of all residents and ratepayers across the City.

COVID-19 pandemic: A global pandemic caused by the transmission of a severe acute respiratory syndrome novel coronavirus known as COVID-19. The disease was first identified in humans during December 2019 and spread through close contact with an infectious person or contact with droplets from an infected person's cough or sneeze.

Glossary

Culturally and Linguistically Diverse (CALD): A broad term used to describe communities with diverse languages, ethnic backgrounds, nationalities, traditions, societal structures and religions; widely used to refer to people born overseas, in non-English speaking countries.

Daily consumption guidelines (fruit and vegetables): Australian adult dietary guidelines for fruit and vegetable consumption to ensure a balanced diet. Guidelines are published by National Health and Medical Research Council of Australia.

Deliberative engagement: An approach which encourages community members to critically test, weigh up and consider a range of information, perspectives, inputs and evidence to reach a consensus or make recommendations.

Digital literacy: Having the skills you need to live, learn, and work in a society where communication and access to information is increasingly provided through digital technologies such as internet platforms, social media, and mobile devices.

Digital safety: Involves protecting and safeguarding the privacy of individuals in online settings, protecting people from predatory and harmful online behaviours such as cyberbullying, and preventing people being exposed to inappropriate content and material.

Drug resistant infection: Infections that are resistant to anti-bodies that can result in increased disease and death. See also Antimicrobial Resistance.

Elder abuse: A single or repeated act, or lack of action, which causes harm or distress to an older person and is carried out by someone they know and trust such as carers, family members or friends. Elder abuse can take various forms such as physical, psychological or emotional, sexual and financial abuse.

Equity: Providing impartiality, fairness and justice for all people. This involves recognising that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

Environmentally Sustainable Design: Building design that seeks to improve building performance, reduce environmental impacts, resource use and waste and create healthy environments for occupants. The aim is to create comfortable and healthy indoor environments while reducing resource use (including energy and water consumption), waste, and operating costs.

Electronic Gambling Machines (EGMs): Computers utilising sophisticated techniques, designed to maximise spending and "time on device" per user.

Food security: All people, at all times, have physical, social, and economic access to sufficient, safe, and nutritious food that meets their food preferences and dietary needs for an active and healthy life.

Future outcomes: Key areas of future opportunity and challenge as identified by the community in the Maroondah 2040 Community Vision. They describe the ideal future for Maroondah in very broad terms. Each Council Plan priority action contributes to one or more future outcomes. The primary relationship is the future outcome area that the priority action makes a major contribution to. Secondary relationships are the future outcome areas that the priority action makes a supporting contribution to. These future outcomes represent the strategic objectives of Council in accordance with section 90 of the *Local Government Act 2020*.

Gambling harm: Any kind of harm or distress arising from, or caused or exacerbated by, a person's gambling, a range of adverse consequences, including safety or wellbeing of gambling consumers and their family, extending to broader community; wide range of harmful behaviours and state such as use of alcohol or drugs and depression.

Gender-based violence: Refers to harassment, harmful or violent acts directed at an individual based on their sex or gender.

Gender Equality Action Plan: Strategies and measures for promoting gender equality in the workplace. Under the *Gender Equality Act 2020*, Council is required to develop a Gender Equality Action Plan every four years.

Gender identity: How one perceives their gender, show or express their gender to others and how one wants others to treat them. See also Sexual Identity.

Gendered health outcomes: There are different health and social needs experienced by specific genders. Consideration of a gender lens helps to address the health issues and challenges experienced by specific gender to overcome the health and wellbeing disparities experienced by different genders.

Governance: How Council operates as a decision-making body, its relationship with the administration and the ways that Council engages with their community.

Greenfield: Undeveloped land identified for future residential or industrial/commercial development, generally on the urban fringe of a metropolitan area.

Habitat corridor: A linear strip of vegetation that provides a continuous (or near continuous) pathway between two habitats where a species can find the food, shelter, protection, and mates for reproduction it needs.

Health promotion: Activities that help communities and individuals increase control over their health behaviours; focuses on addressing and preventing the root causes of ill health, rather than on treatment and cure.

Healthy eating: Involves making diverse, balanced and regulated food choices that meet an individual's needs for nutrients and energy supporting the best possible physical, mental and emotional health.

Healthy ageing: The process of developing and maintaining the functional ability that enables wellbeing in older age.

Health masculinity: Involves men using their physical and emotional strengths to champion healthy behaviours and communities. It seeks to remove harmful behaviours associated with gendered stereotypes and focus on positive qualities without being restricted by gender expectations.

High alcohol consumption: Consumption of alcohol that is more than the recommended level. Guidelines recommend that men and women should drink no more than 10 standard drinks a week and no more than 4 standard drinks on any one day.

High alcohol consumption hours: Drinking of alcohol that occurs on Friday and Saturday nights.

Homelessness: When a person experiences a lack of suitable accommodation alternatives and their current living arrangement: is in a dwelling that is inadequate; has no tenure, or if their initial tenure is short and not extendable; or does not allow them to have control of, and access to space for social relations.

Household stress: Experienced when housing costs are high (more than 30%) relative to income and these housing costs are likely to reduce a household's ability to afford other essential living costs such as food, clothing, transport and utilities.

Housing diversity: A mix of dwelling types (houses, town houses, apartments etc.), dwelling sizes (studios, one and two bedroom or large family homes with a back-yard) and dwelling costs that meet the needs of all people.

Human rights: The 20 basic rights identified in the United Nations Charter of Human Rights that promote and protect the values of freedom, respect, equality and dignity.

Illicit drugs: Illegal drugs, drugs and volatile substances used illicitly, and pharmaceuticals used for non-medical purposes (e.g., sleeping pills, steroids).

Inclusion: The principle that ensures all people feel valued, their differences are respected, and their basic needs are met so they can live in dignity and has the opportunity to participate fully in the society.

Indicators of progress: Selected indicators that will be used to identify how successful the initiatives of Council, businesses, community groups and individuals have been in working towards the future outcomes and key directions outlined in the *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031*.

Indigenous: Originating in a particular geographic region or environment and native to the area. An Indigenous Australian a person of Aboriginal or Torres Strait Islander descent who identifies as Aboriginal or Torres Strait Islander and is accepted as such by their community.

Infrastructure: Constructed assets required for the functioning of the community, such as roads, drains, footpaths, lighting, paths, play equipment, public buildings, signage, streetscapes and waste systems.

Glossary

Initiatives: Actions that are generally one-off in nature and/or lead to improvements in service or support to the community.

Integrated Planning Framework: A hierarchy of strategic documents and processes that ensure all of Council's activities and financial resources are aligned in order to meet the aspirations, needs and expectations of the Maroondah community. This framework includes the key statutory planning and reporting documents that are required to be prepared by Council to ensure accountability to the local community in the performance of functions and exercise of powers under the *Local Government Act 2020*.

Intersectionality: A theoretical approach that understands the interconnected nature of social factors – such as gender, sexual orientation, ethnicity, language, religion, class, socioeconomic status, gender identity, ability or age – which create overlapping and interdependent systems of discrimination or disadvantage for either an individual or group.

Key Directions: Strategies to achieve the vision for health, wellbeing and resilience in the Maroondah community. These directions inform and guide Council service delivery and inform priority actions associated with this Strategy.

Labour force: People within an identified geographic area over the age of 15 years who are fulfil requirements to be able to work. This consists of people who are employed, underemployed, unemployed or looking for work.

LGBTIQA+: Acronym used to refer to people associated with lesbian, gay, bisexual, transgender, intersex and queer people and other sexuality, gender and bodily diverse communities. There is no single LGBTIQA+ community, rather a plurality of identities and experiences.

Lifelong learning: Ongoing learning across the lifespan, where people are motivated to: engage in learning activities in formal and informal settings, have access to learning opportunities and have the necessary confidence and learning skills to participate.

Liveability: Links the importance of place to community health and wellbeing, sustainability and productivity through consideration of how natural and built environments, including availability and access to amenities, can support people living their best life. At an individual level, liveability can be the extent to which we enjoy the quality of life afforded by the place we reside; whilst at a community level it can reflect the degree to which a city offers the opportunities or groups to enjoy its attributes.

Major Activity Centre: A place that provides a suburban focal point for services, employment, housing, public transport and social interaction. Plan Melbourne identifies 121 existing and future Major Activity Centres across Melbourne, including Croydon.

Marginalised, disadvantaged and vulnerable groups: Individuals or groups of people who do not have access to the same opportunities, rights, tools and/or resources that are available to the majority of people in society.

Maroondah 2040: The long-term community and Council vision for the City of Maroondah, refreshed in 2019/20. The Vision identifies the future outcome areas and key directions for Maroondah looking ahead to the year 2040. Also see Community Vision.

Maroondah COVID-19 Recovery Plan: Provides a strategic overview of the intended community recovery outcomes within the Maroondah municipality in response to the global coronavirus (COVID-19) pandemic.

Medium density housing: A category of residential development that falls between detached housing and multi-story apartments. The category includes duplex, semi-detached, terrace and townhouse dwelling types.

Metropolitan Activity Centre: A higher-order centre intended to provide a diverse range of jobs, activities and housing for regional catchments that are well served by public transport. The centre plays a major service delivery role, including government, health, justice and education services, as well as retail and commercial opportunities. *Plan Melbourne* identifies nine existing and two future Metropolitan Activity Centres across Melbourne, including Ringwood.

Mid-career transition: The process of changing roles or career direction during the middle stage of an individual's working life.

Migrant: A person born overseas, whose usual residence is Australia. Persons may have permanent resident status or temporary resident status (plan to stay in Australia for 12 months or more).

Municipal Emergency Management Plan:

Addresses the prevention of, response to, and recovery from emergencies within the municipality of Maroondah.

Municipal Planning Strategy (MPS): The MPS is part of the Maroondah Planning Scheme. It sets out the vision for future use and development and provides an overview of important planning issues in Maroondah. It includes thematic strategic directions relating to how Maroondah is expected to change through the application of the policy and controls in the planning scheme. Council must take into account and give effect to the MPS when making planning decisions.

Municipal Public Health and Wellbeing Plan: Local government bodies in Victoria are required by the *Public Health and Wellbeing Act 2008* to develop a Plan that sets out the broad mission, goals and priorities to promote municipal public health and wellbeing; and inform the operational processes of Council and local organisations. In Maroondah, this Plan is incorporated within the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*.

Municipality: A geographical area that is delineated for the purpose of local government. Through the *Local Government Act 2020*, the Victorian Government formalises a Council's legal status, purpose and objectives; delegates Council with specific functions and powers; and imposes Council with various duties.

Neighbourhood Centre: Local centres that provide access to local goods, services and employment opportunities and serve the needs of the surrounding community (i.e. Heathmont, Ringwood East).

Open Space: Any parcels of land within Maroondah managed by Council or other public authorities and is accessible to the public for the purpose of community outdoor use or environmental protection. Active open space provides for organised, structured recreational activities that may involve membership. Passive open space allows unstructured activity which may be undertaken either individually or with others.

Our Values: Represent attitudes and beliefs within Council that underpin organisational practices, processes, and behaviours.

Our Vision: A statement of the preferred direction for the City of Maroondah that defines the aspirations of the community and serves to guide all Council activities.

Outcome Areas: See future outcomes.

Perception of safety: The psychological feeling of safe and secure in all environments (home, outside, workplace and so on) under any circumstance (in daylight hours as well as non-daylight hours).

PERMA+: Framework for positive psychology that suggests that wellbeing is cultivated by the presence in our lives of positive emotion, engagement, relationships, meaning, and accomplishment and health.

Plan Melbourne: The metropolitan planning strategy prepared in 2016 by the Victorian Government to provide direction for the growth and future development of Greater Melbourne over the next 35 years. It sets the strategy for supporting jobs, housing, and transport, whilst building upon distinctiveness, liveability and sustainability.

Planning scheme: A legal document prepared by Council and approved by the Minister. It contains policies and provisions that control land use and development within a municipality.

Policy: A set of principles intended to influence and provide direction for Council decisions, actions, programs and activities.

Population health: An organised response to protect and promote health and to prevent illness, injury and disability. The focus is generally on the health outcomes of a particular population or subpopulations rather than individuals.

Glossary

Positive Psychology: A scientific approach to studying human thoughts, feelings, and behaviour, with a focus on strengths instead of weaknesses. Positive psychology focuses on the positive events and influences in life to help people flourish and live their best lives.

Priority Actions: Initiatives to be undertaken by Council that will significantly contribute to the achievement of the key directions in this *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031*.

Psychological distress: Unpleasant feelings or emotions that affect a person's level of functioning and interfere with the activities of daily living; can result in having negative views of the environment, others and oneself, and manifest as symptoms of mental illness, including anxiety and depression.

Public Health and Wellbeing Act 2008: Victorian Government legislation designed to promote and protect public health and wellbeing across the state. The Act requires Council to prepare a municipal health and wellbeing planning document every four years, within 12 months of general council elections.

Reconciliation: Involves strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians. Reconciliation cannot be seen as a single issue rather the inter-related dimensions of historical acceptance; race relations; equality and equity; institutional integrity and unity.

Recovery capitals: A set of evidence-based resources (natural, social, financial, cultural, political, built and human) designed to support strengths-based, holistic and inclusive recovery approaches for people and organisations.

Refugee: A person who has fled their country of origin and is unable or unwilling to return because of a well-founded fear of being persecuted because of their race, religion, nationality, membership of a particular social group or political opinion.

Related Council documents: The range of other Council strategic documents that will support key directions for a particular focus area within the *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031*.

Resilience: Describe a desired state to cope effectively with challenging events for individuals, households, communities and organisations. Resilience can be built by reducing vulnerability and exposure, and empowering people so they are resourced and enabled. Individual resilience refers to the ability of someone to cope with personal adversity and crisis; whilst collective community resilience relates to how a group of people can adapt, survive and thrive irrespective of the chronic stresses and acute shocks that are experienced.

Safer culture: An environment that is safe for people; where there is no assault, challenge or denial of their identity, of who they are and what they need. Safer cultures involve shared respect, shared meaning, shared knowledge and people being able to learn, live and working together with dignity.

Screen addiction: Harmful consequences or negative impacts arising from excessive use of digital devices and technologies, including smartphones, tablets, televisions, and computers.

Service Delivery Plan: A detailed four-year work plan to guide how a particular Council service area will support the achievement of relevant Maroondah 2040 Community Vision future outcomes and key directions as outlined in the Council Plan.

Sexual identity: How an individual sees and expresses themselves sexually, based on their sexual or romantic attraction to others. See also Gender Identity.

Social connection: Defined as the experience of belonging to a social relationship and the psychological bond that people feel in relation to being connected with other individuals and groups. Social connection can lower anxiety and depression, help us regulate our emotions, lead to higher self-esteem and empathy, and actually improve our immune systems.

Social determinants of health: The social conditions in which people are born, live and work are considered to be the single most important determinant of good health or ill health. These social factors (e.g., housing, living environment, socioeconomic status, social exclusion, work, unemployment, social support, addiction, food and transportation) that influence how likely we are to stay healthy or to become ill or injured.

Social housing: Short and long-term rental housing that is owned and run by the government or not-for-profit agencies. Social housing is an overarching term that covers both public housing (government managed) and community housing (not-for-profit housing association managed).

Socio-economic Advantage and Disadvantage: The relative level of people's access to material and social resources, and their ability to participate in society.

State of Maroondah Report: A biennial report to the community that provides a snapshot of how the municipality is progressing towards the community vision identified in *Maroondah 2040 - Our future together*.

Strengths-based approaches: A holistic outcome focused approach that seeks to build on an individuals' strengths to improve wellbeing (including personal strengths and social networks) and not on addressing their deficits.

Structure Plan: A means to provide precinct-specific direction on the extent, form and location of land use and development.

Subjective wellbeing: Relates to an individual's perspective on their own wellbeing along with how they experience and evaluate their lives. It is generally based on their self reported evaluation of quality of life, quality of relationships, meanings, achievements and individual values.

Subjective Wellbeing Index: Self reported ratings of personal wellbeing across the domains of: standard of living, health, achievements in life, community connection, personal relationships, safety, and future security; converted into an index score with a range of 0 (completely dissatisfied) to 100 (completely satisfied).

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 wellbeing across social, economic, environmental and cultural domains.

Underemployment: An employed person who wants, and is available for, more hours of work than they currently have.

Unemployment: A person who is not employed for more than one hour during a specified period, is actively seeking work, and is currently available for work.

United Nations Sustainable Development Goals: A set of 17 partnership goals adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. The goals demand transformation of the financial, economic and political systems that govern societies to guarantee the human rights of all people.

Victorian Health and Wellbeing Plan: The primary mechanism through which the Victorian Government works to achieve their vision of all Victorians enjoying the highest attainable standards of health, wellbeing and participation at every age. The Plan provides guidelines on priority areas that threaten the health and wellbeing of Victorians.

Walkability: Relates to the access to services and functions within a distance where the option to walk is desirable and outweighs the benefits of driving. Factors affecting walkability include: footpath quality, street connectivity, land use mix, residential density, trees and vegetation, sense of safety, places of interest, and destinations of interest.

Wards: A geographical area which provides a fair and equitable division of a local government area. There are nine Wards in Maroondah, with one elected Councillor per Ward.

Wellbeing: A state in which every individual realises their potential, can cope with normal stresses of life, can work productively, and is able to make a contribution to their community.

20-minute neighbourhood: Concept that all residents should have access to the places, services and facilities they use daily within a 20-minute journey from home. This includes local shops, schools, parks, jobs, recreation facilities, and a range of community services.

References

The list below is based on specific citations associated with this Strategy document. A full list of literature informing this Strategy can be found in the Maroondah Liveability Wellbeing and Resilience Strategy Background Report - July 2021.

- ¹ Public Health and Wellbeing Act 2008 (Vic), s. 24.
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- ³ Australian Institute of Health and Welfare (AIHW) 2016, 'Social determinants of health', *Australia's health 2016*, Australia's health series no. 15, cat. no: AUS 199, last accessed on 9 July 2021, <https://www.aihw.gov.au/reports/australias-health/australias-health-2016>
- ⁴ Department of Health & Human Services (DHHS) Victoria 2019, *Victorian public health and wellbeing plan 2019–2023*, last accessed on 9 July 2021, <https://www2.health.vic.gov.au/about/publications/policiesandguidelines/victorian-public-health-wellbeing-plan-2019-2023>
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- ⁸ PERMA+, South Australian Health and Medical Research Institute, The Wellbeing and Resilience Centre
- ⁹ Black Dog Institute, 'Positive Psychology'
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- ¹¹ Maroondah City Council 2021, *Maroondah COVID-19 recovery plan*, last accessed on 09 July 2021, <https://www.maroondah.vic.gov.au/Community-support-business/COVID-19-Coronavirus/Maroondah-COVID-19-Recovery-Plan>
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- ¹³ Department of Environment, Land, Water and Planning (DELWP), State of Victoria, *20-Minute Neighbourhoods*, last accessed on 9 July 2021, <https://www.planning.vic.gov.au/policy-and-strategy/planning-for-melbourne/plan-melbourne/20-minute-neighbourhoods>
- ¹⁴ Department of Health & Human Services (DHHS) Victoria 2019, *Public health and wellbeing planning*, last accessed on 22 July 2021, <https://www2.health.vic.gov.au/about/health-strategies/public-health-wellbeing-plan>
- ¹⁵ Department of Health & Human Services (DHHS) Victoria 2019, *Victorian public health and wellbeing plan 2019–2023*, last accessed on 9 July 2021, <https://www2.health.vic.gov.au/about/publications/policiesandguidelines/victorian-public-health-wellbeing-plan-2019-2023>
- ¹⁶ Department of Health & Human Services (DHHS) Victoria 2019, *Victorian public health and wellbeing plan 2019–2023*, last accessed on 9 July 2021, <https://www2.health.vic.gov.au/about/publications/policiesandguidelines/victorian-public-health-wellbeing-plan-2019-2023>



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Background Report

Liveability, Wellbeing and Resilience in Maroondah - September 2021



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Introduction

The Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031 has involved the establishment of a long term strategic plan that holistically outlines a vision for the future social environment of the municipality supporting the desired outcomes and key directions within *Maroondah 2040: Our future together*. Through this Strategy and supporting action plans, Council and its partners will continue to strive towards enhancing the liveability, wellbeing and resilience of our community.

The role of local government in community health and wellbeing

Local government is uniquely placed to play a particularly important role in enhancing community health and wellbeing, liveability and resilience.

Historically local governments have had responsibility for delivering community services such as immunisation, early years and childcare services, youth and aged care services; regulating behaviour in public places and the handling of food; disposing of waste; building community facilities; and maintaining our public places and spaces.

Over the past 20 years, Council's role has expanded to incorporate additional functions including community development, health promotion, economic development, community advocacy, emergency management and sustainability education. These roles are increasingly more dynamic and require Councils to work collaboratively with partner agencies to collectively shape community wellbeing, liveability and resilience at individual, neighbourhood, municipal and regional levels.

Maroondah City Council has had a series of community health and wellbeing planning documents in place since 2007 that shape and influence the role of Council service delivery in meeting the needs and aspirations of the local community.

Meeting requirements of the Public Health and Wellbeing Act 2008

The Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031 has been prepared in accordance with requirements set out in the Public Health and Wellbeing Act 2008 (the Act). This Act requires Council to prepare a health and wellbeing planning document every four years, within 12 months of general council elections.

The Act requires that the health and wellbeing planning document articulate how Council and its partners will work towards achieving maximum health and wellbeing for our community over the next four years.

The Act requires that the document must:

1. Include an examination of the data about health status and health determinants in the municipal district.
2. Identify goals and strategies based on evidence for creating a local community in which people can achieve maximum health.
3. Provide for involvement of people in the local community in the development, implementation and evaluation of the public health plan.
4. Specify how Council will work in partnership with the Department of Health and other agencies undertaking public health initiatives, projects, and programs to achieve the goals identified in the plan.
5. Be consistent with the Council Plan and the Municipal Strategic Statement.

The Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031, along with the supporting Health and Wellbeing Action Plan 2021-2023 meet these statutory requirements and replace the previous Maroondah Health and Wellbeing Plan 2017-2021.

The intersection of community wellbeing, liveability and resilience

In developing this Strategy, background research and community engagement has led to a broadened perspective of community health that incorporates the broad domains of community health, wellbeing, liveability and resilience. These domains are considered to be aligned, integrated, and highly inter-related; Each domain brings its own areas of focus and yet together they present a holistic perspective of how to enhance the social environment for our community.

Whilst historical health planning in local government has focused primarily on the social determinants of health, it is increasingly recognised that wellbeing, liveability and resilience all play key interrelated roles in enabling people to live their best lives.



A snapshot of just some of the services provided by Council to facilitate and enhance community wellbeing, liveability and resilience are highlighted in the table below:

Wellbeing	Liveability	Resilience
<ul style="list-style-type: none"> • Providing access to sport and recreation facilities • Delivering maternal and child health services • Enabling early childhood education • Providing services to aged and vulnerable residents through the Commonwealth Home Support Program • Empowering and supporting youth and young adults • Supporting vulnerable residents • Promoting lifelong learning and social connection through community houses 	<ul style="list-style-type: none"> • Enhancing and maintaining open space, bushland and reserves • Providing and enhancing shared trails, footpaths and roads • Planning for changes to land use • Promoting and activating 20 minute neighbourhoods • Supporting local businesses and shopping strips • Facilitating community gardens • Providing public art, access to galleries and community involvement in cultural activities • Encouraging connection to indigenous culture 	<ul style="list-style-type: none"> • Leading emergency management response, relief and recovery • Providing community grants to support local groups and organisations • Mitigating and adapting to the impacts of climate change • Planning for the future housing needs of the community • Promoting investment by industry and other levels of government in Maroondah • Ensuring a financially sustainable approach to service delivery

Further information on the domains of wellbeing, liveability and resilience can be found in the background research section of this Report.

Relationship to other Council strategic documents

The Maroondah Health & Wellbeing Plan 2017-2021 is the strategic document currently in operation that describes how Council and partners will work together to achieve improved health and wellbeing for our local community. The plan was completed in late 2017, and involved input from local community members, partners and key stakeholders from the health and community services sectors.

The Strategy is guided by the community vision for Maroondah as outlined in Maroondah 2040 - Our future together. The Maroondah 2040 Community Vision was first adopted in 2014 following extensive community and stakeholder consultation, and more recently refreshed to ensure ongoing alignment with emerging trends, community needs and aspirations. The Vision is the foundation from which Council shapes all of its long-term plans for the municipality.

In addition, Council also has a range of other supporting strategic documents that guide service delivery for particular population cohorts, age groups, enabling activities and community issues. These include strategic documents in relation to children and families, youth, ageing residents, people with a disability, gender equity, arts and culture, reconciliation, physical activity, affordable housing and gambling.

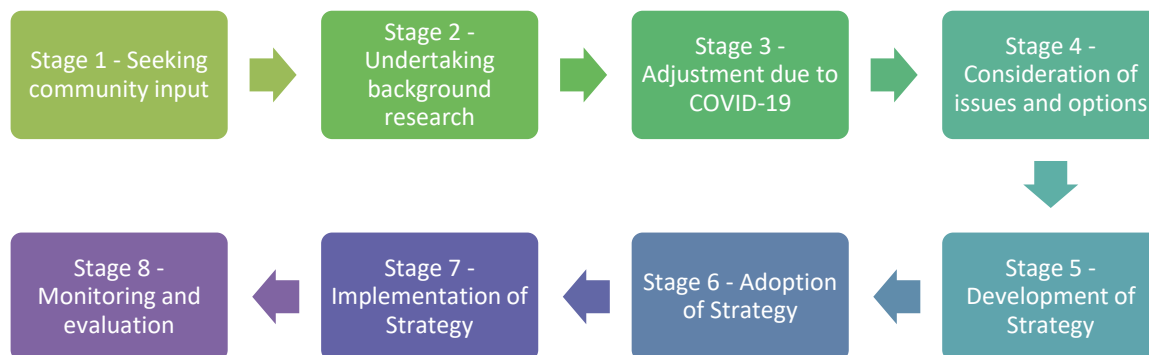
The diagram below seeks to illustrate the relationship of the Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031 to other Council strategic documents:



Developing the strategy

Development of the Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031 has involved considerable background research and accompanying analysis as well as engagement input from Maroondah community members, local partners and agencies.

The key stages of this process are outlined below:



Stage 1 - Seeking input from the Maroondah community and stakeholders

The first stage involved a range of community engagement activities to seek the views of community members and key stakeholders on community health, wellbeing and liveability needs and aspirations in Maroondah. This included consideration of how Council and its partners could leverage strengths, address issues, and work in partnership to enhance outcomes for the community.

A dedicated community survey was undertaken from 15 October 2019 to 14 March 2020. A series of survey questions sought community input on both liveability and wellbeing in Maroondah. The survey involved face to face interviews conducted by Council staff at key events and forums and an online survey distributed through Council networks, schools, and Council events. The distribution methodology included a range of activities aimed to engage with people beyond those groups who usually interact with Council.

In addition, a series of other engagement activities were also undertaken between August 2019 and March 2020 involving consultation with Council advisory committees, community groups and engagement activations at Council events. Different questions were asked depending on the interests and expertise of stakeholder groups and the nature of the community events held.

Stage 2 – Building an evidence base

Concurrently with Stage 1, Council prepared a number of background research reports designed to build an evidence base to support strategy actions. The background research stage involved the initial development of internal papers on topics including mental health, gambling, alcohol tobacco and other drugs, affordable and social housing, disability, climate change, drug resistant infections, family violence, open space and 20 minute neighbourhoods.

Following these papers, intersectional papers were developed around the outcomes of wellbeing, liveability and resilience that capture frameworks for consideration and how issues overlap. To inform the Strategy and meet requirements of the Public Health and Wellbeing Act 2008, a Social Profile of the Maroondah community has also been prepared.

Stage 3 - Adjustment to consider the COVID-19 pandemic

The presence of coronavirus (COVID-19) pandemic was first confirmed in Australia in late January 2020. The onset of this pandemic in Australia resulted in considerable challenges for the Maroondah community. A rise in cases, a declared State of Emergency and subsequent staged restrictions disrupted our social infrastructure, economic livelihoods, normal routines and community activities.

During the pandemic, Council undertook further community engagement and engaged regularly with key community service agencies to understand the social health and wellbeing impacts on the Maroondah community. These engagement results have been incorporated into the project to ensure that the Liveability, Wellbeing and Resilience Strategy considers the evolving needs and priorities of the Maroondah community in response to the COVID-19 pandemic.

Whilst this stage of the project was unplanned, it has helped to significantly shape the key directions of the Strategy, embed resilience as a key pillar of focus, and identify short-medium term priorities to support community recovery from the impacts of coronavirus (COVID-19) pandemic in Maroondah.

Stage 4 - Consideration of issues and options

During this phase, Council distilled the key messages and priorities arising from the background research, community engagement and coronavirus (COVID-19) pandemic inputs to identify key themes and future strategic directions to be included in the Strategy.

Stage 5 - Development of the Strategy

The draft Strategy was prepared based on the strategic framework established during Stage 4 and the identified priorities for future action and partnership work. Following development of the draft Strategy, it was released to the Maroondah community for public exhibition and community feedback.

Stage 6 - Adoption of the Strategy

Following consideration of feedback received during the public exhibition phase, the final Maroondah Liveability Wellbeing and Resilience Strategy will be presented for Council adoption, sent to the Victorian Government in accordance with requirements of the Public Health and Wellbeing Act 2008.

Stage 7 - Implementation of the Strategy

This stage involves implementing the key directions in the Strategy and the actions included in associated action plans. To articulate the specific actions of Council in working towards the key directions in this Strategy, a number of integrated action plans will be developed/reviewed and implemented. These associated action plans will highlight the short-medium priorities of Council in working towards the Strategy and be reviewed regularly during the lifespan of the Strategy to ensure they are responsive to community needs.

Partnerships between a wide range of community service agencies, community organisations and groups, and community members will be vital in implementing the Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031.

A report on implementation activities is intended to be presented to Council on an annual basis during the lifespan of the Strategy.

Stage 8 - Monitoring and Evaluation

To evaluate progress towards achieving the preferred future outcomes outlined in this Strategy, a number of key tactical outcome-based indicators will be monitored during Strategy implementation. Council will periodically report on these indicators along with some of the activities undertaken. Council advisory committees will also inform and provide direction on priorities, along with receiving regular reports on the implementation of initiatives. An interim review of this Strategy will be undertaken in 2024/25 and full review will be undertaken in 2029/30.

Background Research

Over the past 18 months, Council has undertaken significant background research into a range of topics, issues and population health needs impacting the municipality. Research has particularly focused on the impacts on the Maroondah community where data has been available but has also sought to understand the broader national/international context through literature review.

From the background research and community engagement undertaken, three outcome domains and six focus areas have been identified.

The three outcome domains highlight what is sought for the Maroondah community into the future. In particular, the Strategy is seeking to enhance the **wellbeing**, **liveability** and **resilience** of the Maroondah community in the future.

To support the efforts towards these community outcomes, a set of six focus areas are identified:

1. Healthy lifestyles
2. Liveable neighbourhoods
3. Safe communities
4. Social inclusion
5. Embracing diversity
6. Social harms



By focusing efforts on these areas, it is hoped that the Strategy will enable progress to be made towards the community outcomes and ultimately support the community vision outlined in Maroondah 2040: Our future together.

A summary of background research on these three domains and six focus areas has been compiled in this Report to provide a consolidated evidence base. This research has been further summarised in the Strategy document. Findings from the 2021 Census will also be incorporated into future reviews of this Strategy.

Outcome Domain: Liveability

Liveability links the importance of place to community health and wellbeing, sustainability and productivity through consideration of how natural and built environments, including availability and access to amenities, can support people living their best life.

The concept of 'liveability' is experienced differently by various population groups and liveability varies over time. At an individual level, liveability can be the extent to which we enjoy the quality of life afforded by the place we reside; whilst at a community level it can reflect the degree to which a city offers the opportunities or groups to enjoy its attributes.

The places we live have a direct impact on our health. By creating well-designed walkable neighbourhoods that are connected through a mix of land-uses, housing types and access to quality public transport, we can create more healthy, liveable communities.

The Australian Government has defined liveability as:

"the degree to which a place supports quality of life, health and wellbeing. In broad terms, liveable cities are healthy, safe, harmonious, attractive and affordable. They have high amenity, provide good accessibility and are environmentally sustainable."

Council's research for this Strategy has identified the key factors that contribute to the liveability of a community. These include: the shared physical features of the natural built and economic environment; the availability of healthy environments for home, work and play; the services provided to support people in their daily lives; the socio-cultural features of a place including social cohesion and safety; and the perceived reputation of an area. Examples of key contributors to community liveability include: employment, food, housing, public open space, transport, walkability, and social infrastructure.

The liveability of a place contributes to the desirability and attractiveness of that place and has both a direct and indirect influence on community health and wellbeing. Liveable communities create conditions that can optimise health and wellbeing outcomes for people by influencing the social determinants of health.

There are a broad range of liveability frameworks in place across the background literature. One example from the Australian Prevention Partnership Centre identifies the following domains of liveability that contribute to the health and wellbeing of a community: crime and safety; education; employment and income; health and social services; housing; leisure and culture; local food and other goods; natural environments; public open space; transport; and social cohesion and local democracy.

The Victorian Government has promoted the concept of 20 minute neighbourhoods as a driver of liveability in Melbourne. The 20-minute neighbourhood concept is all about 'living locally'—giving people the ability to meet most of their daily needs within a 20-minute return walk from home, with access to safe cycling and local transport options. These connected and walkable places are where people can live, work and play; buy their bread and milk, work from home or local business, access services and meet their neighbours at the central gathering places.ⁱⁱ

Key features of a 20 minute neighbourhood are shown in following diagram.



To enable liveability in Maroondah, there are six areas which have been identified as a focus through research analysis and community engagement. These are: alcohol environments, food environments, connected neighbourhoods, employment, open space and housing.

Alcohol environments

Excessive alcohol abuse can cause liver disease, stroke, depression and many types of cancers and is often the linked to broader social issues including family violence, assault and homicide.ⁱⁱⁱ

Research has shown a positive relationship between density, proximity and availability of packaged liquor outlets and community harm. Studies have shown a positive association between number of liquor outlets within a one-kilometre network area and short term and long-term harm.^{iv} Weekly short-term harm was associated with three to four outlets within a one-kilometre radius whereas five or more outlets were associated with monthly short-term harm. Close proximity to licensed outlets is also associated with hazardous drinking, increased incidents of common assault, non-aggravated/ aggravated sexual assault and tobacco and liquor offences.^v

According to the VCGLR, Maroondah has 30 packaged liquor outlets with more than half located in the lower socioeconomic areas of Ringwood and Croydon.^{vi}

Food environments

Access to healthy food sources can promote healthy diets which may lower the risk of overweight and obesity. Conversely, high access to fast foods and high caloric foods can contribute to excessive weight gain.^{vii} In 2017, over 37% of the adult population in Maroondah were pre-obese, which is the highest proportion when compared to the Outer Eastern Region, Eastern Region and Victoria. Over 72% of the adult population in Maroondah consumed take away meals once a week, higher than the Eastern Region and Victoria. Only 1.7% met the fruit and vegetable consumption guidelines.^{viii}

Recent studies have shown that on average, people are less likely to travel any further than 800m-1km to destinations such as shops and services.^{ix} The average distance from residential properties to supermarkets across Maroondah is 1,206 metres.^x

Connected neighbourhoods

Environments that facilitate pedestrian/cycling friendly neighbourhoods promote social capital and less marginalisation of vulnerable groups.^{xi} Research has also shown that active transport including walking, cycling, and using public transport is linked to health benefits including reduced risk of type 2 diabetes.^{xii}

Vehicle generated greenhouse gas emissions significantly contribute to global warming and climate change. On a global scale in 2004, it was estimated that 17% of carbon emissions was attributed to road transport.^{xiii} Maroondah is a car dominated municipality with over 70% of Maroondah residents travelling to work by car whilst only 1.2% walk to work and 0.4% cycle to work.^{xiv} The high rate of car dependence has the potential to impact physical health of residents as well as climate emissions and social connections in local neighbourhoods.

Employment

Access to stable employment supports individual health and wellbeing through both financial and psychological benefits. Stable employment increases household income and decreases economic hardship which enables individuals to access basic life necessities including heating and cooling, nutritious food, health care and safe housing, all of which impact health direction.^{xv}

Open space

Local open space has an important role in supporting liveability, health, and wellbeing providing an opportunity for individuals to enhance their wellbeing through exercise, social connection, quiet reflection or connection with nature.^{xvi} More than 11% of land in Maroondah is allocated for open space including 430 reserves, with approximately 70,000 street trees planted along roads within the municipality.^{xvii}

Housing

Housing that is deemed affordable has the potential to improve health and liveability outcomes. When an individual has to pay more than 30% of their income on household costs, they are considered to be in housing stress. Affordable housing helps alleviate housing stress and may allow homeowners to allocate greater resources towards healthy foods and other health care related expenditures.^{xviii} In 2016, 10.2% of the Maroondah population experienced housing stress with the greatest proportion of households in stress found in Ringwood Metropolitan Activity Centre (19.7%) and Croydon Major Activity Centre (17.8%).^{xix}

Outcome Domain: Wellbeing

Wellbeing is a concept that encompasses how social, economic, environmental, cultural, and political conditions are key for people to flourish and fulfil their potential. Whilst there are many definitions and models of wellbeing, the World Health Organisation (WHO) considers wellbeing as:

“a state in which every individual realises their potential, can cope with normal stresses of life, can work productively and fruitfully and is able to make a contribution to their community.”

The existing literature shows that the concept of wellbeing has been widely debated since the Third Century BC when the philosopher Aristotle came up with the concept of ‘Eudaimonia’ – the contented state of feeling healthy, happy and prosperous.^{xx}

Most studies into wellbeing have historically taken one of two different approaches to define wellbeing which has created a confusing and contradicting research base. These two main approaches to wellbeing include the ‘hedonic’ approach (i.e. predominately covering happiness, positive affect, low negative affect and satisfaction with life), and the ‘eudaimonic’ approach (i.e. positive psychological functioning and human development).^{xxi}

The recurring themes throughout the literature show that wellbeing should be assessed for both its subjective and objective qualities. A ‘one-size fits all’ approach should not be taken with wellbeing, but instead should be tailored to an individual or community. The research also tends to agree that wellbeing is a complex concept that must consider numerous aspects of an individual and/or community life including physical and mental health, social connectedness, economic and environmental mastery, and positive psychology including positive emotions, engagement, relationships, meaning and achievement.

At a community level, wellbeing should go beyond the narrow economic measures of growth and consumption, but instead be broadened out to include a full range of the social, economic, environmental, cultural and political concerns that matter to most citizens of the community.^{xxii}

The background research has highlighted a range of theories and contributors to individual and collective wellbeing. All of these aspects are considered to contribute to an understanding of wellbeing.

Improving mental health

Mental health is considered “a state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community”.^{xxiii}

High levels of mental health can be associated with positive wellbeing outcomes such as increased learning, creativity and productivity, pro-social behavior and positive relationships, improved physical health and life expectancy. Poor mental health can result in a decrease of an individual's health and wellbeing resulting in mental health conditions such as depression and anxiety causing distress, negatively affected day to day function and relationships, poor physical health, and premature death.

Ultimately, mental health is about being cognitively, emotionally and socially healthy – the way we think, feel and develop relationships - and not merely the absence of a mental health condition.^{xxiv}

Thriving, not just surviving

The traditional focus of psychology has focused relieve human suffering with by understanding and treatment of mental health issues. The model of positive psychology created by Martin Seligman is framed on the premise people want to thrive and flourish, not just survive.

Positive psychology aims to broaden the understanding of human functioning, rather than narrow it, and explores the full gamut of human experience in order to maximise human potential. Positive psychology turns its focus to the ‘average person’ exploring what goes well in life, and to appreciating and maximising human potential, motivation and capacity.^{xxv} When introduced effectively, positive psychology provides strong scientific evidence about what works to improve well-being at both an individual and community level.

The PERMAH model is described as the scientific theory of happiness. The consists of six elements that in theory, can help a person to have fulfillment, happiness and meaning in life hence contributing to a positive wellbeing.^{xxvi} (Pasha 2020).

The five elements of PERMAH are briefly described below:

- ‘Positive emotion’ relates to the ability to remain and maintain an optimistic mindset and positive outlook.
- ‘Engagement’ largely encompasses participation in activities, which is known to produce positive neurotransmitters and hormones that elevate our sense and heighten our wellbeing.
- ‘Relationships’ relates to our social interaction, inclusion and connections with friends, family, peers, co-workers and any other forms of social interaction.
- ‘Meaning’ encompasses religion, feeling of purpose, spirituality and spiritual wellbeing.
- ‘Achievement’ involves goal setting associated with personal time, effort and resources to accomplish a desired outcome or task.
- ‘Health’ highlights the importance of eating well, moving regularly and sleeping deeply to support optimal person health outcomes.

By working towards these six elements at individual and community levels, the model suggests people can not just survive in life but grow in their resilience and be positioned to flourish.

Since 2014, Council has partnered with Communities of Wellbeing Inc (formerly the Maroondah City of Wellbeing Project) to improve the wellbeing of the Maroondah community. A range of projects, engagement activities, training and advocacy has been undertaken through this initiative supporting the application of positive psychology in local schools, businesses, sporting clubs, and community groups.

Being socially connected

Humans have evolved as inherently social creatures that rely on effective relationships as a key contributor to both personal and collective wellbeing. Social connectedness can be defined as:

the degree to which a person has and perceives a sufficient number and diversity of relationships that: allow them to give and receive information, emotional support, and material aid; create a sense of belonging and value; and foster growth.^{xxvii}

There is growing research that suggests social connections and participations - especially in community groups and group activities - can assist with good mental health, reduce psychological distress and help to maintain overall health and wellbeing.^{xxviii}

Social isolation results when people are challenged by issues with accessibility, lack of sufficient public transport and infrastructure, are misinformed or lack communication in regards to social activities, events and opportunities. Community members are considered at a high risk of social isolation/exclusion when they are experiencing a 'combination of problems, such as unemployment, discrimination, poor skills, low incomes, poor housing, high crime and family breakdown'.

In contrast, being socially connected to our family, friends, community and society allows people to create and share connections, create positive emotions, share emotional and physical interactions, learn and share new skills and resources, improve their sense of identity, self-worth and belonging, and create additional meaning and purpose in life.^{xxix} Social connectedness also reduces our risk of experiencing loneliness or becoming socially isolated and excluded from our relationships and community.

Feeling safe and secure

The feeling of safety and security is considered a fundamental human right which strongly influences our health, wellbeing and productivity.^{xxx} Our perception of safety is often based on and affected by the level of control we have over our lives and the environments within our homes, workplaces and communities.

When we feel safe within our spaces and environments, we tend to find it easier to relax and be comfortable as well as focus on daily work and study to ensure our stability. In contrast, the perception and concern of unsafe environments and insecurity can affect our wellbeing through heightened stress, depression and anxiety, a decline in mental health, physical health and social connectivity.

Our sense of safety and security in everyday life is strongly influenced by a broad range of factors including the development and maintenance of infrastructure, public and open spaces, financial and job security, surveillance and lighting, fear of crime, human presence and activity, violence, graffiti and cleanliness, drug and alcohol use, social and anti-social behaviour.^{xxxi} Similarly, global challenges such as climate change, terrorism, depleting natural resources, racism and discrimination, inequity, recurring economic and financial crises, along with the current coronavirus (COVID-19) pandemic are all factors that are playing an increasing role in a feeling of insecurity and unsustainability within communities.

Feeling safe and secure within a home, neighbourhood, workplace and community can affect sense of freedom, levels of stress and overall mental health, physical health, trust, social habits and lifestyle behavior, social connections, work and study productivity, and participation in leisure, community and physical activities (Department of Health 2019). In many cases, a community's perception of safety and concerns at home and in public are often related to fear of crime, domestic and family violence rates, road safety, workplace safety, responsiveness of emergency services and the community's resilience to disasters.

Having access to resources

Access and management of economic resources can play an important role in the health and wellbeing of individuals, families and households.^{xxxii} The ability to access and manage economic resources provides the opportunity for individuals to acquire goods and services to meet and maintain an acceptable standard of living through the ability to provide food, clothing, housing, education and leisure activities for themselves, their families and/or their households.^{xxxiii}

Whilst money does not necessarily determine happiness, the ability to access and maintain economic resources can positively impact wellbeing through sense of achievement, reduced financial stress, life satisfaction and security.

Economic resources can adversely be affected by hardship due to changes in life circumstances. Examples include loss of income, unexpected expenses, unsuccessful investments, lifestyle choices, and family and life events. All of these life events can result in financial stress which can significantly impact individual or family wellbeing. Financial stress can have a flow on affect causing financial difficulties such as inappropriate housing, limited access to transport, education and services, lowering mental health and physical health.

People suffering from low mental health and mental health illness are particularly at risk of financial stress as their illness can reduce financial capacity often through an inability to sustain full-time paid employment, or dependence on disability support pensions and illness benefits.^{xxxiv}

Being able to cope with challenges

The degree to which an individual feels as though they are in control of their life and the decisions and actions they make is considered to have an important impact on wellbeing.^{xxxv} In the literature, this is described as 'environment mastery' or the psychological degree to which someone feels they have the ability to deal with both their current situation along with any unexpected changes to their relationships, workplace, community, mental and physical health. The impacts of sudden change and challenges can often result in ripple effects that impact and disturb the balance of an individual's wellbeing.

Individuals high in environmental mastery feel they have the resources and capacities to cope, adjust and adapt to problems, and are not overwhelmed by changing situations. Those with a low level of environmental mastery may feel powerless to change aspects of their environment which they are unsatisfied with, feel they lack the resources to cope, and are frequently overwhelmed.^{xxxvi}

Maintaining a state of equilibrium

One model of wellbeing framed as 'equilibrium' theory proposes that overall wellbeing is based on the combined state of physical wellbeing, resources, psychological wellbeing, relationships, freedom and effectiveness in action. Where people experience a deviation to their 'equilibrium' pattern, they will experience changes to their wellbeing. The theory identifies that any definition of wellbeing should centre on a state of 'equilibrium' or balance that can be affected by life events or challenges. When someone experiences change to their resources or challenges, the see-saw is tipped affecting the equilibrium and state of wellbeing. The model as shown in the diagram below shows a set point of wellbeing in the centre when resources and challenges are at equilibrium.^{xxxvii}

Figure 1. Equilibrium model of wellbeing



Outcome Domain: Resilience

Resilience is a concept that has emerged increasingly over the last decade to describe a desired state to cope effectively with challenging events for individuals, households, communities and organisations. Individual resilience refers to the ability to cope with whatever life throws at you; whilst collective community resilience relates to how you can adapt, survive and thrive no matter what kind of chronic stresses and acute shocks are experienced.

The Resilient Melbourne Strategy defines resilience as:

“the capacity of individuals, institutions, businesses and systems within a city to adapt, survive and thrive no matter what kind of chronic stresses and acute shocks they experience”^{xxxviii}

Resilience is a concept that can help us to understand how people and communities cope in the face of change and uncertainty. It is referred to as a strength or quality that can be learned and developed in order to respond or behave in a certain way.^{xxxix}

The Victorian Government’s community resilience framework notes that resilience can be measured against seven community resilience characteristics:

- safe and well;
- connected, included and empowered;
- a dynamic and diverse local economy;
- sustainable built and natural environment,
- culturally rich and vibrant;
- democratic and engaged; and
- reflective and aware.^{xl}

These characteristics are closely aligned to community outcome areas identified in Maroondah 2040: our future together and the Maroondah Council Plan 2021-2024.

Communities that are resilient typically have a strong economy, good access to services and infrastructure, ample quality open space environments, low rates of crime, positive social interaction and inclusion, strong institutions and governance, and positive leadership.

Resilience can be built by reducing vulnerability and exposure, and empowering people so they are resourced and enabled. Strengthening our wellbeing (e.g. physical and mental health), connection (e.g. personal networks and relationships to the neighbourhood), knowledge (e.g. local and shared knowledge) and security (e.g. adequate shelter and personal safety) can increase our resilience.

Principles of resilience

Theoretical literature on resilience highlight some key principles that underpin an understanding of its role in shaping individual and collective health and wellbeing.

1. An acceptance of the reality that disasters, shocks and stresses will occur in life. Some result from the natural environment, others are human induced.
2. The cost of recovery from stressors can be minimised by limiting the impact of hazards on economic, built, social and natural environments
3. Resilience brings positive benefits to individuals, households, communities, businesses, organisations
4. Investing in building resilience across the four main environments (social, economic, natural and built) helps to speed up recovery from stress events.
5. The process of building resilience is strongly linked to community development principles of participation, empowerment, building capacity, engagement, skills development, partnerships and inclusion
6. Local government plays a key role in reducing vulnerability through its role in community development, landuse planning, management of the environment, promoting inclusion and facilitating social connectedness

Relationship between liveability, wellbeing and resilience

The three concepts of wellbeing, liveability and resilience are heavily inter-related with interventions or issues in one area often having corresponding impacts on the others.

From the background research

- Wellbeing is considered to have a more individual focus on physical, mental and emotional health with an emphasis on how we as people respond to external influences on our lives;
- Liveability is a more outwardly focused way of considering how we collectively relate to our physical and social spaces where we live; and
- Resilience is the process of developing both of wellbeing and liveability, and therefore becoming more adaptable to our changing lives and world

Focus Area: Healthy Lifestyles

A person's health depends on determinants (factors that influence health) and interventions (actions taken to improve health, and the resources required for those interventions)^{xli}. Enabling people to have control over their health and its determinants also strengthens communities and improves lives.^{xlii}

Healthy lifestyles are directly influenced by physical health, personal and mental wellbeing, activity and social interaction, along with consumption of food and drinks. Our personal wellbeing and the choices we make can help to improve or lower our physical health, mental health, eating behaviours and overall public health.

Healthy lifestyles play an important part in our wellbeing. They refer to positive outcomes achieved through our decision making, choices, participation and behaviours. When we focus on our holistic health, we reduce the risk of chronic illness and disease and improve our overall physical and mental wellbeing. Healthy lifestyles can help to improve happiness and satisfaction in our lives, reduce our risk of chronic illness and disease, improve our life expectancy and assist with maintaining good mental health.

The importance of healthy lifestyles has been very evident through the coronavirus (COVID-19) pandemic. The restrictions disrupted residents' social infrastructure, economic livelihoods, normal routines and community activities. The community's ability to lead a healthy lifestyle was dependant on a variety of factors. A focus on mental health ranked highly in the Maroondah community's response to needs following the pandemic.

Physical health and activity

An individual's physical health has a significant impact on their mental health, general health and overall wellbeing. Regular physical activity has been shown to relieve symptoms of depression and anxiety while improving mental health and wellbeing. Benefits from physical activity occur through increasing energy levels, facilitating social contact, decreasing stress hormone levels, maintaining health and reducing risks of health problems and improving sleep.^{xliii}

Physical activity or exercise can improve mental and musculoskeletal health and reduces other risk factors such as being overweight or obese, high blood pressure and high blood cholesterol^{xliiv}. Being physically active can improve health and reduce the risk of developing several diseases such as Type 2 diabetes, cancer and cardiovascular disease. Physical activity and exercise can have immediate and long-term health benefits and improve quality of life. Health professionals recommend a minimum of 30 minutes of moderate-intensity physical activity on most, preferably all, days^{xliv}. However, 42% of Maroondah residents are not meeting daily physical activity guidelines. This is in line with the Outer Eastern Metropolitan Area (42%) and Victoria (44%).^{xlvi} As seen in Table 1, just over half (52%) of Maroondah adults are either overweight or obese, with males more likely to be (62%) compared to females (43%). These results were in line with Victoria^{xlvii}.

Table 1. Proportion of adults who were overweight (pre-obese or obese) in the Victorian Population Health Survey 2017

	Females	Males	Total
Maroondah	43%	62%	52%
Victoria	44%	58%	51%

Gendered health outcomes

The importance of recognising and responding to the differences in health outcomes between genders is identified nationally.^{xlvi} Different genders have distinct health and welfare needs and concerns. Some health differences between men and women are biologically based, most notably in the area of sexual and reproductive health^{xlix}. Some causes of death are related to sex. For example, a man cannot die during childbirth. Similarly, a woman cannot die from prostate cancer, because only men have a prostate gland^l. The following information highlights some key data on health outcomes for men, women and the LGBTQIA+ community.

Men's health

Australian men are more likely than Australian women to get sick from serious health problems. Many Australian men experience poor health outcomes across a variety of measures, including rates of overweight and obesity (20% more likely to be overweight or obese than females), diabetes and sexually transmitted infections (STIs). Males experience a greater share of the total fatal and non-fatal burden of disease, dying at younger ages than females and more often from preventable causes.^{li} Overall, for every two women who die, three men die. This figure holds true among children, with boys accounting for two out of three deaths due to accidents or drowning. Compared to women, men visit the doctor less frequently, have shorter visits and only attend when their illness is in its later stages.^{lii}

Men outnumber women in many causes of non-gender-related deaths including suicide (75% of deaths are male), trachea and lung cancers (60%), blood and lymph cancers (58%), ischaemic heart disease (57%) and colon and rectum cancers (55%).^{liii} Despite declines in mortality, prostate cancer remains one of the leading causes of death in males^{liv}.

One out of every six Australian men suffers from depression at any given time, with teenagers and the elderly particularly at risk. Men of all ages suicide at a higher rate than women. Male depression is associated with an increased risk of health disorders such as cardiovascular disease and diabetes. Depressed men are twice as likely as depressed women to abuse alcohol and drugs.^{lv}

The priority areas identified in the National Men's Health Strategy 2020-2030 are mental health, chronic conditions, sexual and reproductive health and conditions where men are over-represented, injuries and risk taking and healthy ageing. The Strategy advocates for a life-course approach in tailoring interventions to engage and support Australia's diverse men and boys across all stages of their lives.

Women's health

As identified in the National Women's Health Strategy 2020-2030^{lvi}, women are overrepresented in incontinence (80% of people with incontinence) and dementia (61% of people living with dementia). One in four (25%) women have pelvic floor issues. Overweight and obesity rates are increasing for all women, and particularly in younger generations^{lvii}. An estimated 82% of women aged 65+ have more than one long-term chronic condition. The timing of menarche and menopause are linked with adverse health outcomes in later life, including breast cancer, osteoporosis, type 2 diabetes, cardiovascular disease and mortality^{lviii}. Around one in ten (11%) Australian women suffer from endometriosis at some point in their life^{lix} and a similar proportion (10%) of mothers of children aged 24 months or less, experience perinatal depression^{lx}.

Mental health disorders represent the leading cause of disability for women in Australia and two in five (43%) women have experienced mental illness at some time. Women who experience family and intimate partner violence are more likely to report poor mental health, physical function and general health than other women.

The priority areas identified in the National Women's Health Strategy 2020-2030 to drive change and improve health outcomes are maternal, sexual and reproductive health, healthy ageing, chronic conditions and preventive health, mental health, as well as health impacts of violence against women and girls.

LGBTIQA+ community

Mental and physical health rates are poorer for Victorian LGBTIQA+ adults compared with non-LGBTIQA+ adults.^{lxii} Research shows higher rates of two or more chronic illnesses, daily smoking, psychological distress as well as anxiety or depression amongst LGBTIQA+ adults, compared to non-LGBTIQA+ adults (see Table 2). They are also less likely to report an excellent or very good health status. Bisexual, pansexual and/or queer respondents were more likely than heterosexual or lesbian/gay respondents to have poorer self-reported health, low satisfaction with life, feeling life is not worthwhile, higher psychological distress and higher rates of family violence.

Table 2. Selection of key differences between LGBTIQA+ adults and non-LGBTIQA+ adults in the Victorian Population Health Survey 2017

	LGBTIQA+ adults	Non-LGBTIQA+ adults
Two or more chronic illnesses	36%	25%
Daily smoking	18%	12%
Excellent or very good health status	36%	43%
High or very high psychological distress	24%	15%
Anxiety or depression diagnosis	45%	27%

Mental health and wellbeing

Nearly half of all Australians will develop a mental illness at some point in their lives.^{lxiii} One in five (20%) Australians had a mental or behavioural condition in 2017/18, with these conditions more common in females compared to males.^{lxiii} Poor mental health typically presents a significant impact on the health, wellbeing and resilience of an individual and community resulting in an increased risk of mental and chronic illness. Mental illness is also closely linked to social isolation, in which a person can become disconnected from society, family and friends. These impacts can affect relationships and emotional health, increase fatigue and affect sleep, affect self-care and personal hygiene, and in an extreme case result in premature death due to disease or suicide.

The suicide rate in Aboriginal and Torres Strait Islander peoples is twice that of their non-Indigenous counterparts, and the LGBTIQA+ community experience significantly higher rates of suicide than the rest of the population. Males are more likely to die by suicide compared to females, and suicide is the leading cause of death for Australians between the ages of 15 and 44.^{lxiv} In Maroondah, males are less likely to have sought professional help for a mental health problem (7%), compared to females (22%). Comparative statistics for males in the outer eastern metropolitan area are 16% and 14% for males in Victoria.^{lxv}

Mental health and physical health are inextricably linked. People who reported having a mental illness were much more likely to report having a chronic medical condition, and vice versa.^{lxvi} There is also a strong association between the use of alcohol, tobacco and illicit drugs and mental illnesses.^{lxvii} People who have been diagnosed or treated for a mental health condition have higher rates of illicit drug use, daily tobacco use and alcohol use (both single occasion risk or lifetime risk).

As outlined earlier, whilst the identification and treatment of mental health problems is critically important for those facing mental illness, it provides an incomplete picture of mental health.^{lxviii} Positive psychology is an approach that shifts the focus from what is clinically wrong, to the promotion of wellbeing and the creation of a satisfying life filled with meaning, pleasure, engagement, positive relationships, accomplishment and health.^{lxix} The components of PERMA+ (Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment PLUS Optimism, Physical Activity, Nutrition, and Sleep), are viewed to serve as the building blocks for wellbeing.^{lxx} Research has shown that there are some preventative strategies and skills that allow people to navigate the challenges of life more effectively and enjoy life despite the upsets.^{lxxi}

Healthy eating

Food and beverage consumption play an important contributing factor to an individual's health and wellbeing. Most Victorians do not meet the minimum recommended number of daily vegetables serves and similarly, only 5% of Maroondah residents met daily vegetable consumption guidelines (5% in Victoria). Half of the Maroondah population (49%) met fruit and vegetable consumption guidelines every day (48% in Victoria), and 13% consume sugar-sweetened soft drinks daily (10% in Victoria). These findings could be contributing factors towards Maroondah's obesity rates, where 52% of the municipality are pre-obese or obese.^{lxxii}

Public health

Public health issues can emerge and change over time. At present, drug resistant infections also known as antimicrobial resistance (AMR), are a major public health issue that can bring a variety of health, economic and social impacts. Antimicrobial resistance (AMR) is the ability of certain bacteria, viruses and some parasites to develop resistance to antimicrobial medication making a disease or infection difficult to treat and increasing the risk of spread. These microorganisms that develop antimicrobial resistance are often referred to as 'superbugs'. Whilst AMR does naturally occur over time due to genetic changes, the misuse and/or overuse of antimicrobial pharmaceuticals can result in the acceleration of the process. The emergence and spread of resistant microorganisms are driven by human and non-human antimicrobial drug usage in Australia and overseas.^{lxxiii}

The outcomes of AMR have serious health impacts on an individual including prolonged ill health, poorer quality of life, higher risk of spreading illness and may require more expensive / different antibiotics that can cause more harmful side effects.^{lxxiv} Similar to COVID-19, AMR is highly transmissible. Whilst AMR currently is not as severe as COVID-19, the coronavirus (COVID-19) pandemic has demonstrated the affects that an uncontrollable, transmissible disease can have on our wellbeing and liveability through forced lockdowns, unemployment, social disconnection, economic instability, mental and physical health.

Our health is dependent on the health of our environment which faces significant consequences due to climate change. There are future public health, wellbeing and safety implications which are already being felt. The direct and indirect impacts of climate change are exacerbating existing public health risks and present a high risk to human health.^{lxxv} Direct impacts, caused by exposure to more frequent and intense extreme weather events such as bushfires, droughts, floods and heatwaves, include heat stress, injury, trauma and death. Indirect impacts of climate change, mediated through natural and human systems affected by climate change, include water and food borne diseases as well as impacts on the micro and macro nutritional quality of food. Existing chronic diseases such as cardiovascular and respiratory diseases can also be exacerbated because of higher temperatures, poorer air quality and airborne pollen.^{lxxvi}

Aside from its effects on physical health, climate change can also adversely affect mental health.^{lxxvii} Extreme weather events such as floods, droughts and bushfires can lead to psychological distress due to trauma, illness, loss of loved ones, destruction of property and displacement, and disruption of communities, goods and services. As with other health impacts, marginalised and vulnerable populations tend to be the most affected by the mental health impacts of climate change and reduced access to health services.^{lxxviii} Vulnerable groups include the elderly, children, people on low incomes, people experiencing homelessness, recent arrivals and those with pre-existing medical conditions.^{lxxix} Within affected communities, layers of vulnerability can intersect and cause further disadvantage and exposure. The impact of the coronavirus (COVID-19) pandemic on vulnerable groups also experiencing extreme weather events compounds their vulnerability. This can be through economic implications, greater pressure on emergency relief systems and coronavirus (COVID-19) pandemic restrictions that need to be enforced during emergencies, such as density requirements in temporary shelters.^{lxxx}

Connection to nature

Spending time in nature has been shown to have many positive effects on physical, social and mental health.^{lxxxii} Visual and physical contact with nature helps reduce stress, anxiety, blood pressure and muscle tension, improves self-esteem, encourages positive feelings, and helps us recover from mental illness.^{lxxxii} Getting into nature has been shown to have positive impacts on concentration, learning, problem solving, critical thinking capacity, strength resilience and coping skills and creativity as well as enhance mental health and wellbeing through encouraging physical fitness and social engagement.^{lxxxiii}

Cultural participation

Participating in arts and cultural activities also has multiple benefits for health and wellbeing including strengthening community connection, reducing social isolation, providing platforms for less prominent voices, and opportunities for bringing people together to develop creative solutions to health promotion challenges.^{lxxxiv} The arts provide an important community setting for health promotion, a partnership model for the co-design and delivery of initiatives, a unique participatory experience with the potential to build connection and a vehicle to inform and create behavioural change.^{lxxxv}

Focus Area: Liveable Neighbourhoods

Liveable neighbourhoods can shape the way we live, feel, enjoy and experience our community and are important for our liveability, health and wellbeing. Liveable cities have been conceptualised as a city or neighbourhood that is safe, attractive, socially cohesive and inclusive, and environmentally sustainable. Some key elements of a liveable neighbourhood consist of affordable and diverse housing linked to employment, education, public open space, vibrant local activity centres, health and community services, leisure and cultural opportunities, convenient public transport, along with walking and cycling infrastructure.^{lxxxvi}

During coronavirus (COVID-19) pandemic restrictions, Maroondah residents spent more time in their local neighbourhood, with 5km travel restrictions in place and work from home directives. This provided opportunities for increased community connection to places and spaces, as local locations became destinations for exercise, socialising, outdoor activities and respite from staying at home. Coronavirus (COVID-19) pandemic restrictions also meant residents were limited to shopping for necessities with 5km of their residence, highlighting the visibility of local businesses as well as gaps in local markets. This revitalised connection has the potential to enable a greater understanding of the concept of living within a 20-minute neighbourhood where everyone can live, work, and play.

Living Locally - 20 Minute Neighbourhoods

Neighbourhoods are the places we live, connect and build communities. Plan Melbourne 2017-2050 is a long-term strategy to accommodate Melbourne's future growth in population, and the 20-minute neighbourhood concept is a key principle. The 20-minute neighbourhood is all about 'living locally' - giving people the ability to meet most of their everyday needs within a 20-minute walk from home, with access to safe cycling and local public transport options. Research shows that 20-minutes is the maximum time people are willing to walk to meet their daily needs locally.^{lxxxvii}

The places we live have a direct impact on our health. By creating well-designed walkable neighbourhoods that are connected through a mix of land-uses, housing types and access to quality public transport, more healthy, liveable communities can be created. Features of 20-minute neighbourhoods include local health facilities and schools, employment opportunities, green streets and spaces and affordable housing options. Neighbourhood activity centres are an integral part of the city's vibrant community life and are critical to the creation of 20-minute neighbourhoods. Neighbourhood activity centres provide retail services and goods (newsagent, bakery, supermarket), local entertainment facilities (cafes and restaurants) and local health services and facilities to meet daily needs.^{lxxxviii} They also provide opportunities for social interaction and community participation.

Neighbourhood activity centres within Maroondah include Heathmont village, McAdams Square, Railway Avenue in Ringwood East and Main Street in Croydon. The average distance to an activity centre in Maroondah is 1517m, compared to 1539m in Monash, 1580m in Manningham, 1685m in Whitehorse, 1721m in Knox and 2819m in the Yarra Ranges.^{lxxxix} This shows that on average, Maroondah residents are slightly closer to activity centres than neighbouring local government areas.

Climate change

Council's operations, assets and service delivery provided to the community is vulnerable to a range of climate hazards (potentially damaging events) such as heatwaves and flooding. As the intensity, severity and duration of extreme weather events increases, enhancing the resilience of operations, assets and service delivery will become more important. Adaptation is action taken to prepare for actual or expected changes in the climate, in order to minimise harm, act on opportunities or cope with the consequences. Climate change adaptation means taking practical actions to manage risks from climate impacts, protect communities and strengthen the resilience of the economy.^{xc}

Open spaces

Liveable neighbourhoods are strongly influenced by the places and spaces within the community. Open spaces include green space, parks, playgrounds, walking/bicycle trails, reserves, golf courses and public sporting/recreation areas. These spaces can be used for both passive and active recreation. Open spaces increase the attractiveness of an area along with providing social and recreational opportunities for residents and visitors^{xcj}. In Maroondah, open and green space is a vital component of liveability, providing opportunities for individuals to enhance their wellbeing through exercise, quiet reflection and connection with nature, family and friends. Maroondah's open space includes 430 reserves.

Vegetation and nature are important for wellbeing. Visual and physical contact with nature helps reduce stress, anxiety, blood pressure and muscle tension, improves self-esteem, encourages positive feelings, and helps us recover from mental illness. A network of safe walking and cycling routes that provide access to green spaces in an urban environment also encourages physical activity. In an increasingly urbanised setting like Maroondah, vegetation makes the places we live, more liveable. Plants provide pleasure for our senses, not only to look at, but also smell, feel and taste. Trees provide shade and vegetation improves the air we breathe and cools our urban areas. Natural green spaces encourage social interaction, provide tranquil places for relaxation, calm traffic on streets and improve walkability of neighbourhoods. Exposure to natural environments can also assist mental health, wellbeing, and childhood development.^{xcii}

Residents living in neighbourhoods with good access to public open space are more likely to use such spaces and gain the associated physical activity, and mental and physical health benefits. There is considerable evidence that living within walking distance of parks and in neighbourhoods with more green public open space is linked to greater use of these areas and positive health outcomes.^{xciii} An estimated 72% of Maroondah dwellings are within 400 metres of public open space. This is slightly higher than both Knox (69%) and Yarra Ranges (53%), and similar to Manningham (72%) and Whitehorse (76%).^{xciv}

Transport network

Access to public transport is a key ingredient for liveability. Efficient and accessible public transport reduces inequities by facilitating access to services, education and jobs for those who cannot or choose not to, travel by car. Additionally, living close to public transport supports community health by encouraging walking and reducing people's dependence on cars.^{xcv} Cars are a major source of greenhouse gas pollution in Australia cities. Providing viable alternatives to driving, such as expanding access to reliable, comfortable public transport, cycling and walking alternatives, will help to drive down transport emissions.^{xcvi}

People who live within walking distance of public transport stops, that is, 400m or approximately a 5-minute walk, are more likely to use public transport, and in turn achieve daily recommended exercise targets. However, public transport use is also influenced by other factors including comfort, overcrowding, cost, service route and frequency. A public transport stop is considered to have regular transport if there is at least one scheduled service every 30 minutes between 7am and 7pm on a normal weekday.^{xcvii} An estimated 49% of dwellings in Maroondah are located within 400 metres of regular public transport, compared to 70% in Whitehorse, 54% in Manningham, 38% in Knox and 13% in Yarra Ranges.^{xcviii}

During 2016 in Maroondah, the top ways residents commuted to work were driving themselves (67%), catching the train (11%), working at home (4%) and being driven to work (4%). There were differences across the municipality, for example, more Croydon South residents drove to work (72% compared to 67% in Maroondah), and more RMAC residents caught the train to work (21% compared to 11% in Maroondah)^{xcix}.

Working arrangements have been significantly affected during the coronavirus (COVID-19) pandemic and are likely to have longer-term implications. Research conducted during the coronavirus (COVID-19) pandemic has indicated fewer people will use public transport long term and instead use cars, with predictions it could take five to ten years to return public transport use to pre-COVID-19 levels.^c Moving to work from home was the most significant change to employment due to the pandemic^{ci} and this is expected to continue.^{cii} In 2016, around two in three (69%) Maroondah working residents travelled outside of the municipality to work, whilst 26% both lived and worked locally in Maroondah^{ciii}. The Census 2021 are expected to illustrate that more people now work from home, and live and work locally.

Walkability / bike-friendly

Active travel involves walking, cycling, scooting or other active ways of getting to a destination for the whole journey, or as part of the journey along with other travel modes, such as public transport. Active transport is linked to health benefits and reduces private vehicle use and road congestion.

Research shows that city design has a profound impact on the willingness and ability of residents to walk for transport. Higher density, mixed use developments with connected street networks, encourage more local walking for transport. Encouraging active forms of transportation is beneficial for traffic management, the environment and the health and wellbeing of residents.^{civ} Highly-walkable neighbourhoods can lead to more physical activity and lower obesity prevalence amongst residents compared to low-walkability neighbourhoods.^{cv}

Ringwood, Ringwood East, Croydon and Heathmont were rated as the most walkable suburbs in Maroondah, where some errands can be accomplished on foot. All other Maroondah suburbs, including Croydon South, Croydon Hills and Ringwood North were rated 'car-dependent', where most errands require a car.^{cvi}

Employment pathways

Almost half (48%) of working-age (aged 15-64) people with a disability are employed, compared with 80% without disability.^{cvi} Whilst some people with a disability need specific arrangements to work, such as working part-time, specific leave arrangements or other supports such as being allocated different duties, the majority do not. Most employed (88%) and unemployed (82%) working-age people with a disability do not require specific arrangements from their employer to work.^{cvi}

Research conducted during the coronavirus (COVID-19) pandemic found 67% of working Australian have experienced 'a change to their employment' due to the impact of COVID-19. Examples of some of these changes in working conditions include working from home, being stood down, having reduced hours, and having businesses slowed or stopped completely.^{cix} During 2020, job loss was greatest in percentage terms in Accommodation and Food Services and Arts and Recreation services. Employment loss and increases in unemployment were greatest for those aged 20-34 years.^{cx} Prior to the coronavirus (COVID-19) pandemic, the national unemployment rate was 5% and 12% for national youth unemployment. This rose to 7% and 16% respectively during COVID-19.^{cx}

Women have also been significantly impacted by the pandemic, experiencing a higher number of job losses and taking on additional carer and home-schooling responsibilities. Women are underemployed in some sectors hardest hit by lockdowns such as hospitality and retail, but the demand for women's labour on the frontline-response sectors such as nursing and aged care increased. Women also comprise most essential service workers, including health and social assistance, aged, disability and mental health care, early childhood education, teaching, cleaning and retail services. Many of the service industries, food service, tourism and accommodation, may suffer long term structural declines due to the economic shocks of the coronavirus (COVID-19) pandemic, even after economies reopen.^{cxii}

Continuous learning

Continuous learning, also referred to as life-long learning, is all purposeful, planned education, formal or informal, from early childhood to old age.^{cxiii} Continuous learning is the ongoing, voluntary, and self-motivated pursuit of knowledge for either personal or professional reasons^{cxiv}. It enhances social inclusion, active citizenship, personal development, self-sustainability and employability.^{cxv}

Compared to the EMR, Maroondah has fewer residents attending an educational institution (28% compared to 31%), including university (4% compared to 7%), fewer residents that have completed Year 12 (55% compared to 62%), and fewer with a bachelor or higher degree qualification (24% compared to 31%). Educational qualifications are one of the most important indicators of socio-economic status.^{cxvi}

Learning across the lifespan in Maroondah is supported by childcare and early education centres, kindergartens, government and non-government schools at both primary and secondary levels, trade and higher education offered by Swinburne University, Maroondah's five community houses/centres, and two U3A centres.

Affordable Housing

Affordable housing measures the cost of housing (renting or purchasing) relative to household income. Whilst affordability can vary from household to household, housing that is deemed affordable has the potential to assist and improve liveability outcomes. In contrast, a lack of affordable housing in an area can have a detrimental impact on liveability, wellbeing, affordability and homelessness within the municipality.^{cxvii} Affordable housing can help reduce poverty and enhance equality of opportunity, social inclusion and mobility.^{cxviii} Affordable housing is commonly defined as housing which does not cost (in rent or mortgage payments) more than 30% of gross household income for households in the bottom two quintiles (40%) of median incomes for a defined area.^{cxix} Housing stress is defined as households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on housing costs.^{cxx}

In 2016, approximately one in 10 of all Maroondah households were experiencing housing stress, spending more than 30% of their gross household income on rent or mortgage repayments. The percentage of households experiencing housing stress is unevenly distributed throughout the municipality, with higher proportions of housing stress coming from the Ringwood Metropolitan Activity Centre (20%) and Croydon Metropolitan Activity Centre (18%).^{cxxi}

Research shows that as of September 2020, private rental affordability rates in Maroondah have declined to just 3%, where only 14 lettings were deemed affordable (as opposed to 27% or 175 affordable lettings in September 2000)^{cxii}. The significant decrease demonstrates the change in private rental affordable housing over the past 20 years.

Social and Community Housing

Social housing represents a subset of affordable housing and is owned by the Victorian Government or registered not-for-profit community housing providers and is permanently dedicated to affordable rental. Maroondah has been identified as needing a greater supply of social housing with very high waiting lists in place. Maroondah's level of social housing stock is 2.5%, far below the 5% average across Victorian and well below the 10% target.

The accessibility of public housing is a significant issue for Maroondah, due to the uneven distribution of both state-owned public housing and community housing. The uneven distribution makes it difficult for people living in certain areas to access social housing because of low housing stock.^{cxiii} Priority groups for social housing include people experiencing homelessness, at risk of homelessness, low-income families, those experiencing trauma, disadvantage and/or financial instability.^{cxiv}

Focus Area: Safe Communities

Safety is a fundamental component of wellbeing, liveability and resilience. The degree to which someone feels safe within a home, workplace or community has a significant impact on how and where they live, work and play. Feeling safe and secure within a home, neighbourhood, workplace and community can affect one's sense of freedom, levels of stress and overall mental health, physical health, trust, social habits and lifestyle behaviours, social connections, work and study productivity, and participation in leisure, community and physical activities. Achieving safer communities reflects addressing local concerns and perceptions of risk within a community and the place in which they live.^{cxxv}

Feelings of neighbourhood safety and security are important determinants of the health and wellbeing of individuals and communities. When individuals feel safe within their community, they are more likely to experience greater levels of social connection and trust and become engaged with the community^{cxxvi}. Perceptions of neighbourhood safety are also linked with health outcomes. When individuals perceive their neighbourhood as unsafe, they are less likely to engage with outdoor activities and exercise, experience increased anxiety, poor health outcomes and poor self-rated health.^{cxxvii}

Community safety was a significant concern during the coronavirus (COVID-19) pandemic, with emergency management responses required to navigate the rapid development of public health services and information, as well as provide emergency relief and facilitate recovery. Some groups were more vulnerable to the impacts of the coronavirus (COVID-19) pandemic such as international students, temporary visa holders, immunocompromised people, women, those unable to work from home, people living in social housing and people experiencing unemployment. COVID-19 transmissions in the community caused distress and fear of public spaces for some.

Community safety / perception of safety

A community's perception of safety, real or perceived, will influence how people go about their daily lives and how they engage within their local community^{cxxviii}. These perceptions are often related to fear of crime, family violence rates, drug and alcohol use, development and maintenance of infrastructure, vandalism and cleanliness, surveillance and lighting, human presence and activity, public and open spaces, finance and job security, social and anti-social behaviours, responsiveness of emergency services and the community's resilience to disasters. Similarly, global challenges such as climate change, the depletion of natural resources, health and financial crises are all factors that are playing an increasing role in feelings of insecurity and unsustainability within communities.

Factors such as age, socioeconomic status, cultural identity, sex, gender, sexual orientation, education levels and personal experiences of crime can all affect how safe or unsafe a person feels. Media and stereotypes can also affect perceptions of road and community safety^{cxxix}. People who live in regions, suburbs or places that the media has negatively portrayed or have negative stereotypes attached to them are more likely to feel unsafe in those areas – regardless of their personal experiences or the actual levels of crime^{cxxx}. Well-designed, maintained, appropriately lit, effectively utilised and activated roads, public places and spaces contribute to improved perceptions of community safety and reduce the opportunity for crime to occur. Societal factors including access to and types of employment, education and training opportunities, income, transport routes and availability, housing options and status as well as social connections can influence perceptions of safety. Social capital, including community connection, local leadership and civic participation, can help communities remain resilient during change and uncertainty.^{cxxxi}

Access to public open space and pedestrian connectivity creates shared spaces within a community that promote active lifestyles and enhanced social capital. A neighbourhood that has strong walkability and provides safe open spaces to be used by the broader community can encourage people to use active and public transport methods, provide social interaction opportunities and create a sense of safety. Women's perceptions of safety in Australia are the lowest of any developed country in the world, with over half of Australian women feeling unsafe when walking alone at night^{cxxxii}. In Victoria, results indicate women feel 80% less safe than men to walk alone at night in their neighbourhood^{cxxxiii}. Most (91%) Maroondah residents agreed that they felt safe walking alone during the day, which is similar to the Victorian estimate

(93%). However, just under half (47%) of Maroondah residents agreed that they felt safe walking alone in their local area after dark, which is significantly less than the Victorian estimate (55%).^{cxxxiv}

The key to safer places is to improve the quality of the environment, minimise the opportunity for crime and promote accessible and liveable places that encourage a feeling of safety and community participation. Principles for safer design include maximizing visibility and natural surveillance of the public environment, providing safe movement, good connections and access, maximising activity in public spaces, and managing public space to ensure that it is attractive and well used.^{cxxxv}

Promoting gender equality and preventing family and gender-based violence

Family, domestic and sexual violence are all major health and welfare issues in Australia that stem from a range of underlying issues centred around gender inequality.^{cxxxvi} Although it is acknowledged that family violence and abuse can be experienced by all social and demographic groups, young women, children, people with a disability, LGBTIQ+ community, Aboriginal and Torres Strait Islander women and people from culturally and linguistically diverse backgrounds are particularly vulnerable.^{cxxxvii} Problem gambling^{cxxxix}, personal or financial stress and poor social networks^{cxl} have been associated with family violence and intimate partner violence.

During the coronavirus (COVID-19) pandemic, research and agency reports revealed an increased risk of violence against women in current domestic relationships, most likely from a combination of economic stress and social isolation.^{cxli} For many women experiencing violence during this period, there was a reduction in the ability to seek help, due to the many challenges experienced by organisations in providing supports, undertaking effective risk assessment and carrying out safety planning.^{cxlii}

Since the age of 15, one in three (34%) Australian women has experienced physical and/or sexual violence perpetrated by a man.^{cxlili} One in four Australian women (23%) and one in thirteen men (8%) has experienced physical or sexual violence by current or former intimate partner since age 15.^{cxliv} Young women (18–24 years) experience significantly higher rates of physical and sexual violence than women in older age groups.^{cxlv} Women are more likely to experience violence from a known person, such as a family member, current or former partner within in their home. Men are more likely to experience violence from a stranger and in public spaces.^{cxlii}

Violence against women has profound, wide ranging, long term impacts on the health and wellbeing of women and children, families and communities.^{cxlvi} On average in Australia, one woman a week is murdered by her current or former partner^{cxlvi} and almost 10 women a day are hospitalised for assault injuries perpetrated by a spouse or domestic partner.^{cxlvi} Female victims are more likely to be killed during a period of intended or actual separation.^{cl} Intimate partner violence is the leading cause of death, disability and illness in Australian women aged 18-44 years.^{cli} Women who experience family and intimate partner violence are more likely to report poor mental health, physical function and general health than other women.^{clii} Women are at greater risk of experiencing domestic violence from their partner during pregnancy as well as up to one month after the birth^{cliii}. Family violence is a leading driver of homelessness for women.^{cliv}

Of those who had experienced violence from a previous partner, 68% of women and 60% of men reported that children had seen or heard the violence.^{clv} For children and adolescents, the impact of experiencing family, domestic and sexual violence can affect their physical, psychological, emotional, behavioural, and social development, including interpersonal relationship issues, learning and development difficulties, mental and physical health issues, alcohol and other drug use, as well as aggressive, violent and criminal activities.^{clvi}

Local data demonstrates that violence against women in the EMR and the City of Maroondah remains very high. Maroondah has the amongst the highest rates of family violence incidents in the EMR.^{clvii} Maroondah has the highest rate per 100,000 population of domestic/family/sexual violence related ambulance call outs in the EMR.^{clviii}

Elder abuse

Elder abuse is a serious public health problem^{clix}. Elder abuse often occurs via family members, friends or professionals (i.e. paid carers) who are known by the victim. Elder abuse can come in many forms including neglect, psychological, physical, financial or sexual abuse. People who commit elder abuse are often in a position of trust, such as family members or health care workers. Elder abuse has physical effects, such as injuries and disabilities, as well as psychological effects, such as anxiety, loneliness and loss of dignity, trust and hope. The prevalence of elder abuse is under-reported, as the victim may fear retaliation, shame or embarrassment, or have mental incapacity.^{clx} Female victims outnumbered male victims and the proportion of victims generally rose with age. Emotional and financial abuse were the most common types of elder abuse reported.^{clxi}

Crime reduction

Crime has a significant influence on community safety and perceptions of safety in a public place. Personal experiences of crime, high-profile incidences of violent crime, terrorist threats, road trauma, and an increasing crime rate can make communities feel less safe.^{clxii} The harm associated with crime can be experienced in many ways. It can range from inconvenience and economic loss, to physical and psychological injury and distress, to trauma and grief. Harm can be experienced directly, by victims of crime and their families. It can also be experienced indirectly by creating fear and decreasing feelings of safety and trust within the community. Harm arising from criminal acts can involve a direct impact on an individual, impacts on families and communities, as well as system and opportunity costs in responding to harm. 'Reducing harm' by identifying threats and preventing crime is one of the Victorian Government's five priorities to make Victoria safer.^{clxiii}

In 2020, the crime rates were lower than the Victorian rate (4826.4 per 100,000, compared with 6019.7)^{clxiv}. Most incidents occurred in Ringwood and Croydon and the major locations where incidents occurred were in homes and streets/lanes/footpaths. The top five offences were stealing from a motor vehicle, criminal damage, other theft, breaching bail conditions and breaching family orders.^{clxv}

Child protection

Victorian organisations that provide services or facilities for children are required by law to implement Child Safe Standards to protect children from harm. These aim to promote the safety of children, prevent child abuse and ensure organisations and businesses have effective processes in place to respond to and report all allegations of child abuse. Child Safe Standards work by driving changes in organisational culture – embedding child safety in everyday thinking and practice, providing a minimum standard of child safety across all organisations and highlighting that all have a role to keep children safe from abuse.^{clxvi}

Road safety

Victoria has led the world in road safety interventions – introducing mandatory seat belts, random breath testing, bike helmet laws, safety cameras, and running public behaviour change campaigns around dangerous driving activities such as drink and drug driving. This has seen significant reductions in deaths on Victorian roads from 1,061 deaths in 1970 to 266 in 2019. Even so, in 2019, 266 people lost their lives on Victoria's roads, around 8000 Victorians were hospitalised with serious injuries and a further 12,000 were injured.^{clxvii}

Survivors and families affected by road crashes have a range of physical, psychological and legal needs. Outcomes of crashes may include physical injuries and resulting disability, psychological trauma that can impair reintegration into work and family life, and a range of economic and legal consequences. While deaths have been steadily declining, serious injuries have been increasing – with current data indicating that for every death on Victorian roads around 30 people are seriously injured.^{clxviii}

Road safety is complex, requiring a bold, innovative and future focused approach. Road safety can be improved through safer vehicles, safer travel speeds, infrastructure improvements, enforcement, innovation and technology, public information campaigns and education programs.^{clxix}

Emergency management

Emergency management contributes to community safety through reducing the impact of emergency related events, and assists the community to prepare for, respond to, and recover from emergency events.^{clxx}

The ability of a community to respond to, and recover from, an emergency will depend greatly on the level of resilience of the people affected. 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 the 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.^{clxxi} Disaster risk reduction refers to the actions taken before a hazard or disaster occurs to reduce the impact of such an event. Examples include implementing infrastructure building codes, measures to divert flood water or increasing water storage capacity in order to maintain water supply in times of drought. Disaster risk reduction work aims to reduce disaster risk and increase the resilience of a population.^{clxxii}

Climate change has caused more frequent and intense extreme weather events such as bushfires, droughts, floods and heatwaves,^{clxxiii} and significant impacts from more gradual changes. The greatest related risks to Maroondah include: heatwaves, floods, storms, bushfires, gas and electricity service disruptions, residential fires, and epidemics / pandemics.^{clxxiv}

The impact of extreme weather events has been significantly exacerbated by the coronavirus (COVID-19) pandemic. The coronavirus (COVID-19) pandemic also placed strain on emergency relief. For instance, evacuations for storms are more difficult during a lockdown, requiring people to be spread over a larger number of shelters and ensuring provision of protection.^{clxxv}

Digital safety

Digital safety refers to the act of staying safe online. It is also known as online safety, e-safety and cyber safety. It encompasses all technological devices which have access to the internet. Being safe online means individuals are protecting themselves and others from online harms and risks which may jeopardise their personal information, lead to unsafe communications or even effect their mental health and wellbeing.

There are a range of harms that are associated with the internet such as anonymity and identity shielding (users hide or disguise their identifying information), online harmful sexual behaviours, sextortion, cyber bullying, unwanted or unsafe contact, fake news, illegal content and online scams. Another form of online harm is technology-facilitated domestic violence which is becoming increasingly common in Australia. The conduct might include monitoring, tracking, surveillance, or the use and distribution of another's personal information for the purposes of intimidating or harassing both online or in the physical environment. Harmful interactions or influences on social media have also been shown to have a significant impact on individual wellbeing. Algorithms used by companies can expose Australians to dangerous or harmful content while also controlling which influencers and political movements are shown on user accounts.^{clxxvi} Although an integral part of modern society, the cyber environment can also cause harm and has increasingly played a role in criminal activity.^{clxxvii}

Initiatives to minimise online harms are largely targeted towards children, parents and carers as young people are heavy users of devices and the internet. In 2016, 97% of Australian households with children aged under 15 years had access to the internet, with an average number of seven devices per household.^{clxxviii}

Focus Area: Social Inclusion

A socially inclusive community enables all members of the community to fully participate and contribute to social, economic and cultural life in a welcoming and safe manner. This includes participation in community events and activities, employment, education, enjoyment of public spaces and facilities, health services, housing and democratic processes.

Being socially included means that people have the resources, opportunities and capabilities they need to participate in education and training (learn); participate in employment, unpaid or voluntary work including family and carer responsibilities (work); connect with people, use local services and participate in local, cultural, civic and recreational activities (engage); and influence decisions that affect them (have a voice).^{clxxxix}

The concept of social inclusion paves the way for improving and positively changing society's behaviours and attitudes towards people from different backgrounds and perspectives, where all Australians are valued, recognised, feel a sense of belonging rather than being excluded from society.^{clxxx} Being socially inclusive is about the deliberate actions taken to remove or reduce barriers to inclusion and to create opportunities that facilitate and encourage full participation.^{clxxxi}

Research has found that social connection and participation can assist with good mental health, reduce psychological distress and help to maintain overall health and wellbeing. However, social isolation and loneliness can be harmful to both mental and physical health. Social isolation has been linked to mental illness, emotional distress, suicide, dementia, premature death, poor health behaviours, smoking, physical inactivity, poor sleep, high blood pressure and poorer immune function.^{clxxxii} Social isolation is seen as the state of having minimal contact with others. It differs from loneliness, which is a subjective state of negative feelings about having a lower level of social contact than desired. A person may be socially isolated but not lonely, or socially connected but feel lonely.^{clxxxiii}

One in four Australian adults are lonely.^{clxxxiv} Some situations are more likely to be associated with loneliness than others, including people who are living alone and not being in a relationship with a partner. Young adults and males tend to report higher levels of loneliness. Recently separated men experience higher levels of loneliness than married men, and single parents also experience higher levels of loneliness than singles adults without children, or couples with or without children. Disconnection from community, unemployment and receiving income support are risk factors for developing loneliness.^{clxxxv}

Lone person households comprise one in four Maroondah households (23%). One parent families make up 11%. These results are consistent with Greater Melbourne. Couples with and without children make three in five households (59%) in Maroondah. Across Maroondah, there is variation in household composition. For example, lone person households comprise 40% in the Croydon MAC and 34% in Ringwood MAC, compared to 11% in Croydon Hills.^{clxxxvi}

Table 3. Maroondah's household composition^{clxxxvii}

	Maroondah 2016	Greater Melbourne 2016
Couples with children	35%	34%
Couples without children	24%	23%
Lone person	23%	22%
One parent families	11%	10%
Group households	3%	5%

Sense of belonging

People have a strong desire to belong and it necessary for our survival. Belonging comes from a perception of quality, meaning and satisfaction with social connections. It may also relate to a sense of belonging to a place or event an event. Belonging is essential for our psychological and physical health and can play a role in the way we think and interact with the world.^{clxxxviii} Having strong social networks and a strong sense of social identity (through belonging to groups) is associated with better health, reduced levels of depression and anxiety, and improved overall wellbeing.^{clxxxix} Belonging helps us feel valued, needed, and accepted by others, that our beliefs are valid, our efforts worthwhile, and comforted by being with others who share our interests and values. Without a strong sense of belonging, we can feel anxious, isolated, unsupported. We are also less likely to interact with others, weather tough times with hope for a positive future and take healthy risks and do things that might help us feel good.^{cxc}

Community participation

Community connection occurs when individuals are connected with, contribute to, feel included in and valued by their community beyond their family and friends. An important aspect of this relationship is reciprocity, where people both give to and receive from the community.^{cxci} One of the greatest influences on disaster resilience is social connection. Research shows that contact between people of different groups is important for building social inclusion. Many Australians have little contact with certain minority groups, and lack of contact is associated with higher prejudice.^{cxcii}

Volunteering

Being able to volunteer is one of the key components of social inclusion.^{cxci} Volunteering provides an opportunity for new social experiences and connections,^{cxciiv} and the opportunity to practice and develop social skills. It can strengthen ties to the community and expose you to people with similar interests.^{cxci} Volunteering can be very meaningful and enjoyable, and research shows volunteering can promote better physical and mental health.^{cxci} It can also help combat stress, loneliness and social isolation.^{cxci}

Volunteering has many potential benefits. It provides the opportunity to experience a sense of achievement and purpose,^{cxci} act on values, passions and interests, build confidence, challenge oneself in a supportive environment and make a difference.^{cxci} Volunteering is also an important pathway to employment especially for those facing barriers in the job market.^{cc} It can provide the opportunity to gain work experience, transferable skills and build professional networks.^{cci}

Community Infrastructure

Community infrastructure refers to public places and spaces that accommodate community facilities and services and support individuals, families and groups to meet their social needs, maximise their potential and enhance community wellbeing. Well-located, activated and fit-for-purpose community infrastructure has a broader role in shaping the physical layout and look of a new development/renewal area, helping to define its identity and character.^{ccii}

Equity

Equality means everyone is treated the same or has the same life opportunities. However, equality can only be achieved if people start from the same position. Treating people the same does not take into account systemic barriers. Multiple forms of inequality and disadvantage such as gender, Aboriginality, disability, ethnicity, sexual orientation, gender identity, education and power can exacerbate unequal outcomes.

Equity is the process required to achieve equality, by ensuring affirmative measures are put in place to overcome structural barriers and discrimination that prevent inclusion, participation and access to resources and opportunities.^{cciii}

Homelessness

Homeless is a problem that goes beyond 'rooflessness' and a lack of access to safe shelter. The experience of homelessness includes vulnerable people living in refuges, crisis accommodation or in temporary housing.^{cciv} Every night, more than 116,000 people in Australia experience homelessness.^{ccv} The most visible experience of homelessness involves sleeping rough on the streets, however, this type of homelessness only represents 7% of the homeless population. Other forms of homelessness include couch surfing, living in cars or other temporary accommodation, severely crowded dwellings or inadequate forms of shelter that fall below adequate standards, such as boarding housing and caravan parks.^{ccvi}

Homelessness can be the result of many social, economic and health-related factors. Individual factors, such as low educational attainment, experience of family and domestic violence, physical and mental health, disability, trauma and substance misuse may make a person more at risk of becoming homeless.^{ccvii} Structural factors, including lack of adequate income and limited access to affordable and available housing, also contribute to risk of homelessness.^{ccviii} People of all ages and backgrounds are at risk of homelessness, but Aboriginal and Torres Strait Islander peoples, children and older women are more vulnerable to homelessness than other groups in society. Domestic and family violence is one of the main reasons people seek support from specialist homelessness services.^{ccix}

Community members experiencing homelessness are unevenly distributed throughout Maroondah, with the most recent data indicating the highest number of homeless persons are located in Ringwood, Ringwood East and Croydon. Lower numbers of homeless persons were recorded in the areas of Ringwood North, Croydon Hills and Warranwood. Increasing private rental prices are considered a key factor leading to the increase of homelessness in suburbs such as Ringwood and Croydon. Proportionally, the suburb of Croydon is identified as having the largest proportion of individuals living in social housing or without a home.^{ccx}

Vulnerable Communities

Parts of Australia's population routinely experience forms of discrimination and exclusion as they go about their daily lives. Women and cultural minorities remain underrepresented in the leadership positions of Australian organisations. People with disabilities continue to face discrimination from employers. LGBTIQ+ people suffer from significantly higher levels of depression (and more attempted suicides) than the general population.^{ccxi}

Research shows that prejudice in Australia has been generally highest against religious minorities, racial minorities, Aboriginal and Torres Strait Islander people, and LGBTIQ+ people. Prejudice refers to negative attitudes, discrimination refers to the 'acting out' of those negative attitudes. Approximately one in five people were highly prejudiced against racial minorities (21%), religious minorities (19%), LGBTIQ+ people (20%), or Aboriginal and Torres Strait Islander people (21%). One in six were highly prejudiced against young people (16%) and one in seven against women (14%). In contrast, fewer people hold highly prejudiced views against people with a disability (7%), or older people (7%).^{ccxii}

Discrimination occurs when there is 'unequal treatment of people based on the groups or categories to which they belong. Discrimination can be major, such as being unfairly denied a promotion or job, or discouraged from continuing education. In contrast, everyday discrimination refers to 'more chronic, routine, and relatively minor experiences of unfair treatment'^{ccxiii}, such as being treated with less respect and courtesy, receiving poorer service than others at restaurants or stores, or being called names. One in five (20%) Australians report having experienced a major form of discrimination in the last 2 years. The groups that report experiencing the most discrimination are young people (aged 18 to 24), Aboriginal and Torres Strait Islander Australians, LGBTIQ+ people, religious minorities, and people with disability.^{ccxiv}

Accessibility

An inclusive community by providing equal opportunities to access resources and share power among different people, fosters connectedness and interdependence among the community members^{ccxv}. Accessibility refers to providing an individual ability to access a place or type of infrastructure, providing mobility access to people with disability, enabling people to engage or fully participate in community activities, supporting engagement in the digital environment and empowering people to achieve their full potential.^{ccxvi} Accessibility, therefore, minimises inequalities, promotes social participation and helps in achieving social inclusion through greater equity, fairness and justice.^{ccxvii}

Digital inclusion

Digital inclusion means having the skills you need to live, learn, and work in a society where communication and access to information is increasingly through digital technologies like internet platforms, social media, and mobile devices.^{ccxviii} Digital technologies are used in education settings, work settings and personal lives. Learning to identify authentic and reliable information, managing your online identity, personal security and privacy, are integral skills of digital literacy.^{ccxix}

Digital inclusion includes access, affordability and digital ability. Research has found that building digital confidence to safely and securely use the internet is important for enhancing digital inclusion. In general, Australians with lower levels of income, employment, and education are significantly less digitally included. Low-income family households lack access to technology options and suitable devices and have lower digital skills. Low levels of digital inclusion for older Australians increase the risks of social isolation and loneliness.^{ccxx}

The coronavirus (COVID-19) pandemic has underlined the critical importance of digital inclusion. With the shutdown of schools, businesses, services, shops and meeting places, the digital transformation of education, government, business and community services has accelerated. However, the rapid acceleration of the digital economy and society is emerging at a time when some members of the community still face real barriers to online participation. Older people, families without adequate internet access, and vulnerable Australians are among those who have been especially isolated during the pandemic.^{ccxxi}

Focus Area: Embracing diversity

Diversity plays a major contributing factor on liveability, health, and wellbeing. Diversity can be defined as understanding what makes each person unique. Diversity relates to different characteristics that can include race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, or other ideologies. Embracing diversity is the exploration and respect of these differences in a safe, positive, and fostering environment, moving beyond simple tolerance and embracing and understanding the rich dimensions of diversity within everyone.^{ccxxii}

Diversity is a set of conscious practices that involve understanding and appreciating interdependence of humanity, cultures, and the natural environment; practicing mutual respect for qualities and experiences that are different from our own.^{ccxxiii} Therefore, building alliances across these differences can contribute to a socially cohesive community where all individuals and groups have a sense of belonging, participation, inclusion, and recognition.

Intersectionality

Intersectionality is used to illustrate the interplay between kinds of discrimination^{ccxxiv} as individuals can identify with multiple intersecting groups at the same time^{ccxxv}. Intersectionality describes how different parts of a person's identity or circumstances – such as age, race, culture, disability, gender, socioeconomic status or religion – intersect and combine to shape people's life experiences, including unequal outcomes, privilege and discrimination.^{ccxxvi}

People with a disability

The disability population is diverse and encompasses people with varying types and levels of disability. Research indicates that 1 in 6 Australians have some form of disability.^{ccxxvii} The prevalence of disability increases with age, meaning the longer people live, the more likely they are to experience some form of disability. Around one in eight people aged 15-64 have some level of disability, rising to one in four for those aged 65 and over.^{ccxxviii} In line with the EMR, 5% of Maroondah's population need help in their day-to-day lives due to a disability. This rises to one in two Maroondah residents aged over 85 (48%).^{ccxxix}

Many people with disability experience a high quality of life through access to education, employment, healthcare and housing. However, some people with disability also face challenges in accessing and obtaining these areas. This is influenced by factors such as the nature of the opportunities, services and assistance available to them, the accessibility of their environment, and their experiences of discrimination. These factors can often lead to poorer health outcomes and as a result, poorer quality of life.

Research indicates that people with a disability compared to those without disability are more likely to be overweight or obese (72% compared to 55%)^{ccxxx}, smoke daily (18% compared to 12%)^{ccxxxi}, less likely to complete year 12 (34% compared to 66%)^{ccxxxii} and more likely to be unemployed (48% compared to 79%)^{ccxxxiii}. Whilst some people with disability need specific arrangements to work, such as working part-time, specific leave arrangements or other supports such as being allocated different duties, the majority do not. Most employed (88%) and unemployed (82%) working-age people with disability do not require specific arrangements from their employer to work. Most (93%) working-age people with disability who are unemployed report at least one difficulty finding work, compared with 83% without disability. Own ill health or disability is the most common reason for those with disability, followed by lacked necessary skills or education, considered too old by employers, too many applicants for available jobs and insufficient work experience.^{ccxxxiv}

People with a disability are considered one of the greatest at-risk groups in relation to violence. Adults with a disability are more likely to experience violence than those without a disability. Of adults with a disability,

- 1 in 2 (47%) have experienced violence after the age of 15, compared with 1 in 3 (36%) without a disability
- 1 in 5 (20%) have experienced abuse before the age of 15, compared with 1 in 10 (11%)
- 3 in 4 (74%) of those who experienced violence have experienced multiple incidents of violence, compared with 6 in 10 (62%)^{ccxxxv}

Culturally and Linguistically Diverse (CALD)

Culture is a significant contributor to diversity and encompasses many components such as values, behavioural styles, languages, non-verbal communications, and perspectives. The celebration of diversity, including local indigenous culture, will encourage community resilience and harmony. In 2016, 45% of Australians were either born overseas (26%) or had one or both parents who were born overseas (19%). One in five (20%) Australians speak a language other than English at home.^{ccxxxvi} In Maroondah, cultural diversity continues to increase over time. In 2016,

- 17% in Maroondah indicated that they speak a language other than English at home. Whilst lower than the proportion in Greater Melbourne in 2016 (32%), this is higher than in 2011 (13%).^{ccxxxvii}
- Similarly, the proportion of residents who were born overseas was higher in 2016 (23%) than 2011 (21%).^{ccxxxviii}
- Myanmar had the highest proportion of recent overseas arrivals, making up 22% of the total recent overseas arrivals in Maroondah. This is much higher than the 1% in Greater Melbourne in 2016.^{ccxxxix}
- In 2016, 55% of overseas born people in Maroondah spoke a language other than English at home (up 45% in 2011).^{ccxl}
- The Ringwood MAC has the highest proportion of people born overseas (42%), recent arrivals (37%) and who speak a language other than English at home (40%).

Communities that embrace and respect multiculturalism allows for positive interactions between multicultural groups. This in turn enables the development of a foundation for social cohesion and cultural exchanges across a community. Migrants also make a significant contribution to Australia's economy and provide an estimated financial benefit of over 10 billion dollars in their first ten years of settlement.^{ccxli} Furthermore, cultural diversity has been found to enable increased tolerance and to challenge cultural stereotypes among individuals. A multicultural society provides the necessary conditions to promote tolerance and understanding cultures, this is achieved through exposure to different faiths, ethnicities, and languages.^{ccxlii}

People from CALD communities often face some challenges when integrating into society. Some challenges range from language and cultural barriers, to the unique and often traumatic experience of migration. Newly arrived migrants and refugees have been found to have high rates of poor mental health. Contributing factors include trauma as well as discrimination and racism that people from CALD backgrounds may experience.^{ccxlili} Almost two-thirds of people from CALD backgrounds have experienced racism and this in turn is associated with increased psychological distress.^{ccxliv} Newly arrived migrants and refugees may also have difficulties obtaining employment opportunities for reasons including language barriers, recognition of educational qualifications or lack of Australian work experience.^{ccxlv} Migrant and refugee women are also at greater risk of suffering poorer maternal and child health outcomes than other women.^{ccxlvi}

Many CALD backgrounds are reluctant to voluntarily access both hospital and community-based health services. This is largely due to the difficulties in understanding and accessing mainstream systems of care and lack of access to services that are culturally safe and appropriate. The stigma of mental illness is also a contributing factor in some cultures and is a significant barrier to effective access to services.^{ccxlvii}

Studies have shown that people from CALD backgrounds are likely to experience social isolation due to the process of acculturation, that is, migrants adapting to the host culture. The process of acculturation can lead to stress, boredom, social isolation and loneliness. All of which are risk factors for problem gambling, excessive alcohol consumption and poor mental health.^{ccxlviii}

Aboriginal and Torres Strait Islander people

Australia is home to the oldest continuing living culture in the world, full of richness and diversity.^{ccxlix} Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians.^{cccl} Reconciliation is unity and respect between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. It is about respect for Aboriginal and Torres Strait Islander heritage and valuing justice and equity for all Australians.^{cccli} Reconciliation includes race relations, institutional integrity, equality and equity, unity and historical acceptance.^{ccclii} In 2016, approximately 1% of the Victorian population and 0.5% of Maroondah residents identified themselves as Aboriginal and Torres Strait Islander people.^{cccliii} This equates to 560 in Maroondah, an increase from 413 in 2011.^{cccliv}

Since the colonisation of Australia by European settlers, Aboriginal and Torres Strait Islander Australians have experienced extreme hardships, ranging from the loss of traditional culture and homelands to the forced removal of children and denial of citizenship rights.^{ccclv} Colonisation has led to many negative impacts on the health and wellbeing of Aboriginal and Torres Strait Islanders. Impacts included, discrimination, loss of identity, language, culture and land.^{ccclvi}

On average, Aboriginal and Torres Strait Islander Australians have a life expectancy that is 10-17 years shorter than other Australians. They suffer chronic disease, such as heart disease, at much higher rates than non-Indigenous populations. Aboriginal and Torres Strait Islander infants die at twice the rate of other Australians.^{ccclvii} The suicide rate in Aboriginal and Torres Strait Islander peoples is twice that of their non-Indigenous counterparts.^{ccclviii} Aboriginal and Torres Strait Islander women experience higher rates of comorbid conditions, including diabetes, breast, cervical and ovarian cancers than non-indigenous women.^{ccclix} Aboriginal and Torres Strait Islanders have higher rates of smoking^{ccclx} and single occasion risk and risky alcohol consumption. However, they are more likely to abstain from drinking alcohol compared to non-Indigenous Australians.^{ccclxi}

Access to health services is widely accepted as key to improving health outcomes. Despite this, Aboriginal and Torres Strait Islanders are often prevented from accessing these services due to barriers including high costs, experiences of past discrimination, racism, and poor communication with health care professionals.^{ccclxii}

People with Year 12 qualifications are more likely to continue further study, participate in higher education, and to enter the workforce. The Year 12 retention rate among Aboriginal and Torres Strait Islander students has increased from 47% in 2010, to 60% in 2016. However, this is still lower than the non-Indigenous rate at 79% in 2010 and 86% in 2016.^{ccclxiii} In Maroondah, 41% of Aboriginal and/or Torres Strait Islander peoples have finished Year 12 or equivalent. This is higher than the proportion of Aboriginal and Torres Strait Islanders in Victoria (34%). The majority (92%) of Aboriginal and/or Torres Strait Islander peoples in Maroondah are employed. This is higher than the proportion of Aboriginal and Torres Strait Islander peoples in Victoria (86%).^{ccclxiv}

LGBTIQA+ and gender identity

LGBTIQA+ is an evolving acronym that stands for lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual and many other terms that are used to describe an individual's gender and sexuality.^{ccclxv} The LGBTIQA+ community in Australia still experience discrimination, harassment and hostility in many parts of everyday life and may hide their sexuality or gender identity due to discrimination and harassment.^{ccclxvi}

Mental health and general physical health outcomes are poorer for Victorian LGBTIQ+ adults compared with non- LGBTIQ+ adults.^{ccclxvii} The discrimination and societal stigma experienced by people identifying as LGBTIQA+ can have a significant impact on their mental health, with significantly higher rates of suicide than the rest of the population.^{ccclxviii} People identifying as LGBTIQA+ have higher rates of recent illicit drug use and lifetime and risky drinking^{ccclxix} Research shows higher rates of two or more chronic illnesses, daily smoking, psychological distress as well as anxiety or depression amongst LGBTIQA+ adults (36%, 18%, 24% and 45%), compared to non-LGBTIQA+ adults (25%, 12%, 15% and 27%). They are also less likely to report an excellent or very good health status (36% compared to 43%).^{ccclxx}

Age groups

The life experiences and circumstances of a child and young person impacts significantly on how the brain develops and on their health, social and education outcomes. Central to healthy brain development are supportive family relationships and positive learning experiences, along with universal access to services, and additional support where families are faced with stressful circumstances and lower levels of resilience. The environments in which children live and learn, and the quality of their relationships with adults and caregivers, have a significant impact on their cognitive, emotional and social development. Significant adversity such as poverty, abuse or neglect, parental substance abuse or mental illness, and exposure to violence in early childhood can lead to lifelong problems.^{cclxxi}

The middle years (8-12 years) is a time of great opportunity and risk in the development of children, with major transitions such as moving from primary to secondary school and moving from childhood to adolescence. It involves substantial physiological, neurological, cognitive and psychosocial change, and is accompanied by a number of risk factors in relation to school engagement, peer relations, and identity formation regarding culture, ethnicity, gender and sexuality. Growth in the availability and influence of social media is also an emergent issue that this cohort is dealing with.^{cclxxii}

It is during the ages of 12-25 years that the decision-making part of the brain is fully developed. Providing guidance and support for adolescents and young adults is as critical as intervention in the early years.^{cclxxiii} Young people in Victoria have never been better educated or more strongly connected. They're the most diverse generation in our state's history, and as leaders in our schools, workplaces and communities they are making Victoria stronger, fairer and more sustainable. At the same time, many young people are anxious about their future. Young people have been significantly impacted by the coronavirus (COVID-19) pandemic, with education opportunities, employment prospects, housing security, mental health and connection to community, family and friends affected.^{cclxxiv} Research shows that suicide is the leading cause of death for Australians between the ages of 15 and 44.^{cclxxv}

Our population is ageing. People over 85 years old are the fastest growing population group in Australia. Older Victorians are willing and able to continue to contribute to society in a positive way and fostering the conditions that enable them to age well will enable them to be able to do so. Ageism can lead older people to unnecessarily delay reaching out for assistance when its needed due to the stigma associated with using mobility aids or needing additional support or care. There is also a fear of loss of control and independence. The loss of meaningful relationships and social networks leading to social isolation and loneliness can pose a significant risk to ageing well. Key attributes of Victorians ageing well include a positive attitude, a purposeful and meaningful life, being respected and respectful, being connected to family, friends and society, in touch with a changing world, safe and secure at home and financially, being able to manage health issues including mental health and being able to get around.^{cclxxvi}

As can be seen in Table 3, almost half of Maroondah residents were aged between 25-59 (48% compared to 49% of Greater Melbourne residents). Similar proportions exist across most age groups, however, there are fewer 18-34 year olds in Maroondah (22%) and more 50-84 year olds in Maroondah (32%) compared to Greater Melbourne (26% and 29% respectively). Between 2016 and 2031, the age structure forecasts for Maroondah indicate a 30% increase in the retirement age population.^{cclxxvii}

Table 4. Maroondah's age group profile^{cclxxviii}

	Maroondah 2016	Greater Melbourne 2016
Babies and pre-schoolers (0 to 4)	7%	6%
Primary schoolers (5 to 11)	9%	9%
Secondary schoolers (12 to 17)	7%	7%
Tertiary education and independence (18 to 24)	8%	10%
Young workforce (25 to 34)	14%	16%
Parents and homebuilders (35 to 49)	21%	21%
Older workers and pre-retirees (50 to 59)	13%	12%
Empty nesters and retirees (60 to 69)	10%	9%
Seniors (70 to 84)	9%	8%
Elderly aged (85 and over)	2%	2%

Focus Area: Social harms

There are a range of social influences that can result in disruptive and negative impacts on individual and community wellbeing. Whilst many of these influences have potential positive aspects, their overuse and/or misuse can result in significant harms. Lifestyle behaviours such as tobacco, drug, alcohol abuse, problem gambling and screen addiction are noted as contributing factors to poor mental and physical health.

The impact of addiction causes harm far beyond physical and psychological health. It also causes harm to the wellbeing and health of others. The health burden of alcohol and other drug use is considerable and includes hospitalisation from injury and other disease, mental illness, pregnancy complications, injections-related harms, overdose and mortality^{cclxxxix}. The consumption of alcohol and other drugs may influence people to engage in risky or criminal activities such as driving a motor vehicle, offensive conduct and verbal or physical violence.

The use of alcohol, tobacco and other drugs has several economic impacts relating to household expenditure, decreased productivity, increase risk of unemployment, business reputation^{cclxxx}, healthcare and law enforcement costs.

Priority populations that are affected by alcohol, tobacco and other drugs include:

- Aboriginal and Torres Strait Islanders, with higher rates of smoking^{cclxxxi} and single occasion risk and risky alcohol consumption^{cclxxxii}. However, they are more likely to abstain from drinking alcohol compared to non-Indigenous Australians.
- People experiencing homelessness, with high rates of alcohol and other drug use, smoking^{cclxxxiii} and alcohol consumption^{cclxxxiv}.
- Older people / seniors, with higher rates of smoking daily^{cclxxxv}
- People identifying as LGBTIQ+, with higher rates of daily smoking, recent illicit drug use and lifetime and risky drinking^{cclxxxvi}
- Younger people, whilst they have higher rates of illicit drug use and the potential for longer-term effects. Younger people are showing lower rates of smoking and over time, trying alcohol later and abstaining from drinking as teenagers^{cclxxxvii}. However, they were more likely to engage in risky drinking^{cclxxxviii}

Alcohol

The consumption of alcohol is widespread within Australia and often associated with social and cultural activities. Yet harmful levels of consumption present major health issues as they are associated with an increased risk of chronic disease, injury and premature death. Alcoholic products fuel violence, accidents and illnesses^{cclxxxix}.

On a single occasion of drinking (consuming more than four standard drinks), the risk of alcohol-related injury increases with the amount consumed. More than 42% of Australian adults exceed the single occasion risk guidelines of four standard drinks, and men (54%) are more likely to exceed the single occasion risk guideline than women (31%). Young adults (aged 18-24 years) were more likely to exceed the single occasion risk guideline than any other age group with three in five (61%) engaging in risky drinking, with young adult males (67%) engaging in this behaviour more regularly than young adult females (55%).^{ccxc}

In terms of longer-term risk, one in six (16%) Australians consume more than two standard drinks per day on average, placing them at lifetime risk of an alcohol related disease or injury.^{ccxci} Men were more than twice as likely to exceed the lifetime guideline as women (24% of men and 9% of women). Older adults were more likely to exceed the lifetime risk guideline (18% aged 35-74) compared with younger adults (10% aged 18-24 years).

Alcohol related harms can also impact close contacts of individual who drink to excess. Alcohol is involved in up to 65% of family violence incidences reported to the police and up to 47% of child abuse cases each year across Australia.^{ccxcii} Data shows that 22% of Australians had ever been verbally or physically abused or put in fear by someone under the influence of alcohol.^{ccxciii} Females were more likely than males to report their abuser being a current or former spouse or partner while males were more likely to report their abuser was a stranger.

The vast majority of alcohol sold in Australia is through packaged liquor outlets. Research shows that areas with high accessibility of alcohol are subject to higher levels of community harm^{ccxciv}, as are areas of lower socio-economic status. According to the VCGLR, Maroondah has 30 packaged liquor outlets with more than half located in the lower socioeconomic areas of Ringwood and Croydon.^{ccxcv}

Maroondah has the third highest rate of alcohol-related family violence incidents in the eastern metropolitan region (EMR).^{ccxcvi} The most recent available data indicated that Maroondah has the highest rate of alcohol assaults during high alcohol consumption hours (Friday and Saturday nights) in the EMR.^{ccxcvii} Over the past decade, Maroondah has higher ambulance attendances due to alcohol in the EMR.^{ccxcviii}

Illicit drugs

The illicit use of drugs in the community can result in both death and disability, whilst being a risk factor for many diseases. Drug use is also associated with risks to users' family and friends and to the community. Illicit use of drugs includes use of illegal drugs, misuse or non-medical use of pharmaceutical drugs, or inappropriate use of other substances. Illicit drug use is associated with many risks of harm to the user and to their family and friends. It has both short-term and long-term health effects, which can be severe, including poisoning, heart damage, mental illness, self-harm, suicide and death^{ccxcix}. More than two in five (43%) Australians aged 14 and over have illicitly used a drug in their life and 16% have used one in the past 12 months.^{ccc}

Tobacco

Smoking tobacco is considered the single most important preventable cause of ill health and death in Australia^{ccci}. In addition, smoking is a leading risk factor for chronic disease and death, including many types of cancer, respiratory disease and heart disease.

Longitudinal data shows that there is a downward trend in tobacco consumption, as the proportion of persons aged 14 or older smoking daily halved from 24% in 1991 to 12% in 2019. In Maroondah, 14% of the adult population smoke daily, which is in line with OEMA (13%) and Victoria (12%)^{ccci}. Nationally, there has also been an increase in the number of people choosing to never take up smoking (63% in 2019, up from 29% in 1991)^{ccci}. Furthermore, research shows that the proportion of households with dependent children where someone smoked inside the home has fallen from 31% in 1995 to just 2% in 2019^{ccci}.

Excessive screen use

Screens are used for work, education, communication and leisure. However, engagement with technology, particularly at excessive levels, can lead to broad-ranging harms with significant physical, mental, social, and economic costs for individuals and communities. Technology is impacting social interactions and aggression, cyber-bullying, sexual behaviours, impulsive behaviours, and crime^{ccc}. Technology is changing the nature of addictive behaviours and online activities have unique risks including losing track of time and money, disrupted sleep and eating as well as poor mental health.^{cccv} Internet addiction is when a person has a compulsive need to spend a great deal of time on the internet, to the point where other areas of life (such as relationships, work or health) can suffer. Categories of internet addiction can include pornography, relationships, gaming, social networking.^{cccvi}

Excessive use of technology has many implications including for neuropsychological and cognitive impairments, sleep disruptions, mental health, financial wellbeing, child and youth development^{cccvi}. The time spent in front of a screen, and the quality of the content on screen, has been linked to a number of negative health outcomes in children. These include weight gain, disrupted sleep, exposure to potentially harmful information, reduced communication skills and poor eye health.^{cccix}

Gambling-related harm

Harms associated with gambling are understood to often result in decreased health or wellbeing of an individual, family unit, community or population.^{ccc} To cause harm, losses must exceed the individual's personal threshold of affordability, either in respect to time money or time.^{cccxi} Gambling can take the form of pokies, lotto, card games, racing or other forms of betting. Each year, 70% of Australians participate in some type of gambling and for some, gambling can quickly become a problem.^{cccxi}

Research indicates that Australia experiences the biggest gaming losses in the world with electronic gaming machines, casinos and lotteries accounting for 81% of Australia's total gambling expenditure^{cccxi}. Sports betting losses are still low compared to other gambling products, however these figures continue to increase significantly each year.^{cccxi}

Gambling addiction includes both economic and social impacts, including financial, mental, physical and community^{cccxi}. It has been estimated that on average, people with a gambling problem/addiction lose around \$21,000 per year^{cccxi}. Problem gambling has been linked to poor employment outcomes, with those affected by problem gambling taking time off work to gamble, losing their jobs due to gambling, or using their workplace to commit crimes to fund their gambling^{cccxi}.

There is substantial evidence regarding the relationship between problem gambling and its impact on mental and physical wellbeing. People experiencing any level of gambling related harm have a significantly higher rate hypertension, liver problems and diabetes^{cccxi}. Mental wellbeing and suicide ideation have also been associated with gambling related harm.^{cccxi} Nearly three out of four people with a gambling problem are at risk of developing depression^{cccxi}. Problem gambling has been associated with family violence and intimate partner violence^{cccxi}. Over half of people with gambling problems (56%) report perpetrating physical violence against their children^{cccxi}. Children of problem gambling parents are also more likely to experience gambling problems and/or other risk factors themselves.^{cccxi}

Risk factors that have been associated with problem gambling include loneliness,^{cccxi} young males aged between 18 to 34, living close to gambling venues, shift workers, lower levels of education and income as well as unemployment^{cccxi}.

As at May 2021, Maroondah had 640 Electronic Gaming Machines (EGMs) located at venues, which is below the maximum legal cap within the municipality of 759 as defined by the Victorian Government.^{cccxi} As research indicates above, people who experience lower levels of education and lower income are also at risk of problem gambling. The locations of the EGMs in Maroondah are East Ringwood, Bayswater North, Ringwood, Croydon and Kilsyth. Together with Croydon South, the EGM suburbs are the most disadvantaged areas in Maroondah, with the lowest SEIFA ratings.^{cccxi} A total of \$45.2 million was spent on pokies in Maroondah during 2019/20 and \$35.5 million during 2020/21 - despite COVID-19 restrictions impacting both financial years.^{cccxi}

Community and Stakeholder Engagement

Background

Since August 2019, Council has undertaken significant research and engagement with the Maroondah community to see where Council should focus its efforts to achieve the greatest impact on community health, wellbeing, liveability and resilience.

The comprehensive engagement process included input from Maroondah community members, local partners and community agencies. Input was sought through engagement activities conducted face-to-face, via telephone and online.

The engagement process also identified:

- community priorities;
- areas of community need;
- the role of Council and role of partner agencies;
- how community needs and priorities have shifted in light of the COVID-19 pandemic and helped to position and align Council's future direction,
- resources and services to support community wellbeing, liveability and resilience over the next 5-10 years.

Seeking input from the Maroondah community and stakeholders

The first stage of the process involved a range of community engagement activities to seek the views of community members and key stakeholders on community health, wellbeing and liveability needs and aspirations in Maroondah. This included consideration of how Council and its partners could leverage strengths, address issues, and work in partnership to enhance outcomes for the community.

Activities included:

- On online community survey with more than 1000 responses
- An Appreciative Inquiry Workshop delivered in partnership with Communities of Wellbeing Inc
- Face-to-face engagement activities at the Maroondah Festival in Croydon, Realm in Ringwood, local Farmers Markets and Celebrating Maroondah events;
- Engagement with four Council advisory committees



Maroondah Liveability and Wellbeing Survey

A survey was developed to gauge community feelings around how liveable the Maroondah municipality is, and to determine how factors such as safety, sustainability, healthy lifestyles, learning, celebrating diversity, social inclusion, liveable neighbourhoods and social influences affect liveability.

The survey was in field from 15 October 2019 to 14 March 2020 and included face-to-face interviews conducted by Council staff at key events and forums; an online survey distributed through Council networks; attendance at a local school; and paper surveys distributed at Council events. The distribution methodology included a range of activities aimed to engage with people beyond those groups who usually interact with Council. Through this consultation process, 965 responses from across the community were collected, including recommendations and opportunities given to increase liveability in Maroondah.

Adjustment to consider the COVID-19 pandemic

The presence of COVID-19 was first confirmed in Australia in late January 2020. The onset of this pandemic in Australia resulted in considerable challenges for the Maroondah community. A rise in cases, a declared State of Emergency and subsequent staged restrictions disrupted our social infrastructure, economic livelihoods, normal routines and community activities.

During this period, activities included:

- Undertaking research to understand the social impacts on the Maroondah community
- Engaging over 3000 people within the Maroondah community via an online survey
- Engaging with a wide range of key agency stakeholders to understand community impacts,
- Engaging with volunteer led community organisations and groups to understand local needs and impacts
- Delivering a broad range of emergency response, relief and community recovery activities to meet local needs, as articulated in the Maroondah COVID-19 Recovery Plan.

Whilst this stage of the project was unplanned, it has helped to significantly shape the key directions of the Strategy, embed resilience as a key pillar of focus for this Strategy, and identify short-medium term priorities to support community recovery from the impacts of COVID-19 in Maroondah.

Maroondah COVID-19 Community Consultation

Consultation with stakeholders was undertaken between March and May 2020 and included over 50 phone calls to community services and organisations, 17 calls to education institutions, over 300 calls to Maroondah businesses, and a survey via Melbourne East Regional Economic Development Group which received 823 responses (Total: 1190+).

Consultation with community members was undertaken between July and October 2020 (Total: 2814). The online Maroondah COVID-19 Community Survey on Your Say received 2382 responses whilst the hard copy survey was distributed to:

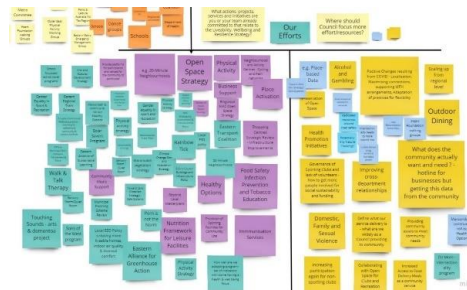
- vulnerable people, including Aged and Disability Services clients and residents receiving support from Eastern Volunteers (700+ distributed)
- mailed on request (90 responses)
- translated surveys for CALD communities (9 languages and 208 responses)
- Zoom focus group with Karen community members in partnership with Migrant Information Centre (29 participants)
- outreach telephone survey to vulnerable residents who had not completed the online survey (88 completed)
- adapted surveys with primary school aged children via schools (20 responses)
- in-person surveys with vulnerable residents at community meals programs (11 conducted)

Consideration of issues and options

During this phase, Council sought to distil the key messages and priorities arising from the background research, community engagement and COVID-19 inputs to identify key themes and future strategic directions to be included in the Strategy.

Activities during this phase included:

- Engaging with five Council Advisory Committees to seek their input
- Engaging with Council service areas to identify services, priority projects and potential new initiatives for inclusion in the action plan associated with the Strategy
- Deliberative engagement input from a Community Panel to seek their input on healthy and wellbeing, liveable communities and the environment
- Formulating the strategic framework for the Liveability Wellbeing and Resilience Strategy



Deliberative Engagement Panel

To comply with new requirements of the Local Government Act 2020, Council established a Deliberative Panel to inform key council planning documents, including the Liveability, Wellbeing and Resilience Strategy 2021-2031. Council engaged an external consultant, who facilitated Deliberative Panel workshops and produced a final report with findings and recommendations in April 2021.

Throughout January 2021 Council recruited 40 Maroondah community members to form the Deliberative Panel. Applications to join the Panel were promoted through Council's past and present Advisory Committees and to over 3,000 community members who completed the COVID-19 Relief and Recovery Community Survey. To ensure a representative sample of the Maroondah community were selected, Council enlisted the support of key community agencies to help access cohorts that were harder to reach.

A briefing session for the Panel was held on 10 February 2021 where members were introduced to the remits for each of the Vision Sessions and the working group themes, as well as the Menti-polling software which would be used through the sessions. In addition to this, they were provided with an overview and live-orientation of their private online Panel Workspace.

The deliberative panel process was facilitated over 11 sessions with the final session held on Sunday 28 March 2021. At this session, the final panel recommendations were identified and documented to conclude the panel process.

Engagement with Council Advisory Committees

From April to June 2021, Council engaged approximately 70 members of Council advisory committees comprising of Councillors, council officers, community representatives and agency representatives through online and face-to-face sessions.

These committees included: the Maroondah Community Health and Wellbeing Advisory Committee, Maroondah Access, Inclusion and Equity Advisory Committee, Maroondah Liveability, Safety and Amenity Advisory Committee and Maroondah Environment Advisory Committee Working Group Advisory Committees.



In each of the four sessions, a PowerPoint presentation was delivered to introduce the Strategy, explore background research and statistics on key topics, and highlight key learnings from previous consultations. Each advisory committee was allocated two focus areas from the Strategy to allow for more in-depth exploration and input into selected topics. Through facilitated discussions in small groups, input was given into what ways Council could make significant differences under certain focus areas in Maroondah, and how Council could work with organisations to achieve these outcomes.

Internal Engagement

Four internal engagement sessions were run in May and June 2021 to seek feedback and input from relevant service areas within Council, (approximately 51 council staff members) including the Council and Community Planning Team, Community Services team and Leisure team. Within these sessions, participants were introduced to the Strategy, presented with background research and statistics on all focus areas, as well as key learnings from previous consultations.

A range of interactive activities were facilitated to gauge understanding of the key focus areas, prioritise key directions for the next four years (over the initial action plan), list Council's current commitments and partnerships, and present opportunities for future partnerships and areas of focus. Sessions were held both online and face-to-face at Realm due to the circuit breaker lockdown in Melbourne between May and June. An online session was also held to clarify and confirm use particular terminology in the Strategy.



What were the key findings?

Through the findings of the Liveability and Wellbeing Survey, it was highlighted that the average rating of liveability in Maroondah is quite high, showing current Council procedures and programs are working quite well. However, through the findings there were some clear opportunities identified for each of the key focus areas.

There was an overwhelming response from community members, agencies and other key stakeholders that due to the impacts of coronavirus (COVID-19), mental and physical health as well as social connection and inclusion are more important than ever.

It was identified that Council can play a key role in providing opportunities for the community to connect as well as provide supports to address issues faced by different community members.



There is also strong support to increase the visibility of available services, supports and initiatives to the community through widely accessible sources of information.

Healthy Lifestyles

Our community values exercise, healthy eating, access to health services, good mental health and have an understanding that healthy lifestyles lead to improved wellbeing and reduced illness.



Healthy
lifestyles

Findings show that there is desire for community groups/ houses, sporting clubs and local businesses to play a role in providing healthy options to the community through initiatives like community gardens, food swaps, meal plans and health and wellbeing focused events. Guest speakers at events are highly valued, especially those with lived experience who can share stories and tips relating to health and wellbeing. The link between healthy lifestyles and improved happiness / satisfaction with life is acknowledged, thus recommendations to promote the effectiveness of this message was identified as a health promotion opportunity.

Our community highlighted the relationship between physical and mental health and the opportunities to facilitate and support social connection. There were many suggestions to provide social sporting, or low impact activities for those wanting to be active and socialise. The promotion of activities such as walking groups, multicultural exercise practices and twilight events were also desired, to increase awareness of available activities. The community would appreciate more affordable facilities, free outdoor recreation options as well as active and passive activities that promote health and wellbeing for all. Opportunities to connect with nature were also highly valued and are seen to provide a multitude of health and wellbeing benefits. Connection to nature has proven especially relevant to residents during COVID-19. There is also an acknowledgement of the future health risks caused by climate change that will see the need for adaptable or increased support and services.

Health and wellbeing facilities, spaces, services, programs and events provided by Council, and local partners, are highly regarded. It was highlighted that Council could raise awareness of these offerings within the Maroondah community as well as prioritise accessibility, to increase participation levels. The community expressed that programs should be co-designed with user groups and relevant community organisations for suitability and success. Partnering with community groups on health and wellbeing initiatives could increase funding opportunities, greater advocacy and enable greater delivery of initiatives.

Placing a greater focus on mental health including: access to support, prevention activities and targeted services was another key learning through consultations. Mental health and wellbeing are an increasing challenge especially in COVID-19 and the community desire a greater focus on mental health in Council's future service delivery, programs and events. It was also highlighted there could be a greater focus on general wellbeing opportunities for the community including education around mindfulness, resilience and how to support family and friends. Suggestions for wellbeing activities included passive activities, social connection with a neighbourhood focus, guided walks, pet therapy, wellness forums, targeted initiatives for at-risk groups (such as lone person households or new parents) and wellness literacy resources.

Liveable Neighbourhoods

Our community value the liveability of Maroondah and are supportive of the development of 20-minute neighbourhoods within Maroondah. Strong relationships between liveability, safety and sustainability were identified. Facilities, community services, parks and playgrounds, shops and businesses, amenities, open space and green space, public transport and walkability all contribute to liveability in Maroondah. Affordability, accessibility and places to connect are highly valued.



Liveable
neighbourhoods

During COVID-19 restrictions, Maroondah residents spent more time in their local neighbourhood, with increased community connection to places and spaces, opportunities for exercise, socialising and outdoor activities. This provided an opportunity for greater understanding of living within a local area where all people can live, work, and play. There is a desire to foster local community and create inviting places of belonging within neighbourhoods. Our community would like to see the creation and activation of local innovative spaces and places that provide the potential for passive recreation and social connections.

Open and green spaces are clearly highly valued by the community. There is a strong desire for current green spaces and tree coverage to be maintained in the wake of increased development. It was emphasised that planning policies for new developments could be sensitive to the strong connection that the Maroondah community has with local open space and the green leafy environment.

The community would like to see public spaces and places made safer after dark, be provided with adequate and appropriate parking, see improved public transport frequency and connectivity as well as enhanced walkability and active transport options. There was a call for improvement of paths to support active transport and exercise including footpaths in some residential areas; better lighting of paths so they can be used at night or early in the morning; improved surfaces to make them more accessible; better connectivity and separation of bike and walking paths. Consulting with active transport users on future planning and design of features such as cycling facilities is supported.

Some felt liveability was being reduced by medium density developments in unsuitable locations. The resulting increase in population, without adequate supporting infrastructure, is seen as having impacts on transport congestion and loss of open space. There is a strong desire to protect and enhance green open space, native vegetation and bushland reserves, especially as housing density increases and the need for affordable housing continues to increase.

Our community understand the impacts of climate change and recognise the importance of action for our future, with a strong sense that the green space and environment in Maroondah should be protected. There is a desire for stronger action to address climate change and shifts in community behaviours/ practices that will reduce environmental impact.

Our community would also like to see proactive partnerships with organisations to boost local employment opportunities for young people and people with disability in the workforce. Capacity building through community education and more training opportunities was also raised as an option to boost employment opportunities. Having access to lifelong learning opportunities (including great schools) is important for capacity building and increasing knowledge/ skills. Supporting and promoting small businesses and neighbourhood shopping strips was also important and seen as beneficial to community connection and local resilience.

Safe Communities

Our community view safety as the foundation of liveability and see feeling safe in their local area as fundamental to all other desired liveability outcomes. Key aspects of community safety identified by the community include children, after dark (lighting and fear of others), walking routes, outdoor spaces, shops, public transport, and exercise spaces.



The community identified that people presence leads to increased participation and ultimately raises perceptions of safety. Being provided with options to connect in diverse safe places and spaces is highly valued. Raising awareness of available services and avenues to access services is important as well as advocacy work through Council.

There are suggestions for Council to work with community safety partners, such as Victoria Police, to address antisocial behaviours and patterns seen in the community. To further improve safety in Maroondah, our community recommend addressing and improving infrastructure in the community that impact perceptions of safety. This includes street lighting, lighting public places and spaces, building design as well as maintenance of footpaths. Options to increase public safety also include addressing alcohol and drug use in at-risk communities. Our community would also like to see innovative methods to engage vulnerable people and young people in the design of spaces, places and buildings to improve liveability and safety for all. Options to work with sporting clubs on changing cultures and raising awareness of issues such as violence or aggression was also suggested.

The community also acknowledge the serious need to address domestic violence including through educating the community about family violence, including what it is, what can be done and where to go for help. Council is seen to play a major role in supporting those at risk of family violence and identifying ways for them to discretely seek assistance. Social inclusion was highlighted as highly important in addressing the causes of domestic violence.

Our community are also aware of the need for education around screen use and communications around potential safety implications to be shared. Dedicated resources around road safety are also seen as beneficial to increase community safety.

There is a desire for Council to support residents during emergencies and an understanding that climate change is likely to increase these events. Responsiveness and reaction time are noted as crucial to support residents (particularly vulnerable residents) during emergencies. The community also see value in learning from the experiences of COVID-19 and extreme weather events in emergency planning and management. Continuing existing COVID recovery activities will also support liveability, wellbeing and resilience building in the community.

Social Inclusion

Maroondah is seen as a friendly and inclusive community. The community's understanding of social inclusion covered a recognition of the health and wellbeing benefits, as well as a focus on rights, not just needs. Social Inclusion is seen as currently supporting health and wellbeing needs in the community through acceptance, opportunities, belonging and support. Specifically, having a community with friendship, reduced social isolation, more contact with likeminded people, feeling valued and appreciated and volunteering is seen as beneficial.



Social relationships are understood to be important in preventing family violence and critical to survival in an emergency, as people who aren't connected are more vulnerable. The COVID-19 pandemic has seen the need for social inclusion prioritised by the community. Key areas of need included support for the elderly and people with a disability, children, youth and families, increasing community connectedness and support for people who are vulnerable or living alone. The community also highlighted the need to support residents to re-engage in activities and participate in community events following the COVID-19 pandemic.

The role of Council and its partners in promoting and facilitating social inclusion within the community was commended. Social inclusion does not need to have 'its own program' but is facilitated through initiatives, activities, programs, events and volunteering, that bring people together and provide the opportunity for social connection and community participation. There is an opportunity for Council to promote opportunities for social inclusion and connection, use community leaders to act as community connectors, create opportunities for volunteers and support local volunteer-led organisations. Tapping into existing community resources and interests was also suggested as a way to promote what is being done and connect those interested in participating. Building strong partnerships between Council and community groups, schools and service providers is also seen as crucial for improving understanding and practice of social inclusion.

The community identified that raising awareness of the importance and benefits of inclusion is highly important and could commence at a young age. The importance of bringing people together to create a shared purpose, foster community connection and create networks using inviting places and spaces that create a sense of belonging was expressed. There is a strong desire to ensure that all community members have access to services, facilities and community connection opportunities where everyone can feel valued and empowered. Council could consult with community groups and embed lived experiences into planning service delivery. Partnerships may also extend to organisations working with vulnerable residents that require targeted support.

It was suggested that Council diversify methods of communication to the community including the use of social media, printed material and translation services, to ensure all people have access to information and 'what's on' in Maroondah. Technology is acknowledged as a suitable platform to gain social connection

amongst some population groups, but not all. The community would like to hear good news stories and connect through positive news coming from local residents.

Engaging with vulnerable groups on costs of living, affordable housing, homelessness, and access to services and safety was seen as important to improve social inclusion and liveability for all in Maroondah. Addressing homelessness and providing support for disadvantaged community members is also considered a key future priority.

It is clear that Maroondah has some widely recognised and used features that support liveability and health and wellbeing. However, a clear approach to communication would help raise awareness of these features and activities within the municipality, which in turn could improve accessibility and participation levels. In particular, the community highlighted that it would be helpful to promote: events and activities; free public facilities; walking tracks, exercise equipment and skate facilities in local parks; and active transport networks to define key walking and cycling routes. It has been suggested that Council communications also could involve health promotion messages, to educate the community on the benefits of social activities, exercise and healthy eating; and should encourage participation.

Embracing Diversity

Our community value the celebration of diversity, with an expectation that it can increase community harmony and promote acceptance. With increasing diversity of all ages, abilities and backgrounds, there is continued desire to see this diversity celebrated and embraced. There was a focus on support required for specific groups, including the LGBTIQ+ community, people with a disability and their carers, people who are experiencing socio-economic disadvantage, young people, children, seniors, people from CALD backgrounds as well as Aboriginal and Torres Strait Islander peoples.



There is an opportunity for Council to lead by example through diversity being visible, normalised and celebrated in Council services and activities. There is strong support for Council to raise awareness of issues faced by some population cohorts through participating in, and promoting campaigns such as Harmony Day, Mental Health month, International Day of Disability, amongst others. Embracing diversity through using positive, strength-based language and utilising the skills and knowledge of specific groups is seen as highly beneficial. Council could also promote community groups, initiatives and inclusion champions whilst strengthening partnerships to foster more collaborative work. Tapping into the lived experience of individuals and groups is seen as highly important as intersectional layers of disadvantage create nuanced challenges in the diversity space. Intersectionality needs were identified as important considerations in developing supports for community members.

Consulting with particular groups (such as young people) in the design of places, spaces and buildings, and utilising a human point of view in planning is seen as a potential opportunity to incorporate community needs into creating safer and more inclusive environments. Supporting older residents who experience loneliness to access social groups, resources and active and healthy ageing tips is acknowledged as very important. In general, there is strong support to provide safe and inclusive spaces for all members of the community that cater to wide varieties of needs and interests.

There is also an opportunity for community leaders of diverse groups to be engaged in service planning and delivery, as well as those with lived experience. Educating the community about embracing diversity and learning about diverse groups also provides an opportunity to share stories and promote inclusion. Examples include utilising the culture and wisdom of Aboriginal and Torres Strait Islander peoples to connect and learn about the natural environment. Our community also see the importance of welcoming environments for diverse groups, such as cultural references and gender-neutral changerooms. Council is encouraged to communicate with, and ensure communication channels reach, all diverse population groups. It was suggested that this may require tailored, simplified or translated communication.

The community strongly value public art, art installations and how these can be used to provide visible learning opportunities in the community that relate to more diverse groups (such as cultural focal points, murals and signage). There is an opportunity for Council to further support reconciliation through arts, cultural activities, partnerships with indigenous organisations, recruitment and through community education. Working closely with CALD groups is also seen as important to embracing diversity and increasing social inclusion. Community events that showcase and celebrate diversity are encouraged by the community, with a particular focus on inclusion and accessibility for all.

Social Harms

The community understand there is a continued need to proactively address the harms and safety issues around gambling, alcohol, tobacco, drugs and excessive screen use. It is viewed that addressing these characteristics will strengthen the community atmosphere and perceived safety of Maroondah.



Our community are aware of the need to promote positive coping mechanisms and healthier alternatives to drugs and alcohol. Opportunities to achieve this included encouraging positive networks and connecting people through various platforms such as social media. It was suggested that re-engagement options could be targeted and use a range of channels to reach different groups, particularly those at-risk. Examples highlighted were connecting with walking groups, sporting clubs, social groups, U3A, community houses and online forums - noting each will reach different demographics. Engagement could be focused to meet the needs of different age and population groups to encourage healthier attitudes and choices.

There is an opportunity for Council to be a source of accurate and educational information regarding the implications of social harms and the supports available. The connection between poor mental health and increased use of substances is acknowledged, as well as the need to identify the root causes of risky behaviours.

The use of technology and its impact on mental wellbeing was identified as an important area for exploration to ensure harm minimisation. Our community highlighted the substantial increase in screen use and dependence on devices, particularly among young people, during the coronavirus (COVID-19 pandemic). Community education was suggested as an option to ensure the community are aware of the risks of excessive screen use.

The community also highlighted the importance of positive social connections and the benefits of local support groups. There is an opportunity for work to be done in shifting unhealthy and harmful attitudes surrounding alcohol and other drugs, particularly in community sport and certain age groups. Suggestions included introducing more targeted alcohol policies at sporting events, as well as at community events.

Educating the community on how alcohol, drugs and problem gambling are linked to family violence was also desired and seen as highly important. In general, there was an acknowledgment that more effort could be placed on improving public safety through addressing excessive gambling, alcohol and drug use.

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