



Ordinary Meeting of Council Attachments

Monday 19 June 2023

Council Chamber Realm

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COUNCILLOR BRIEFING – PUBLIC RECORD

Briefing Details:

Date: Monday 15 May 2023

Time: 6:00pm

Location: Meeting Rooms 1
& 2

Attendees:

Councillors

Cr Rob Steane (Mayor)

Cr Tasa Damante (Deputy Mayor)

Cr Linda Hancock

Cr Paul Macdonald

Cr Kylie Spears

Cr Suzy Stojanovic

Cr Mike Symon

Council Officers:

Steve Kozlowski

Tony Rocca

Adam Todorov

Marianne Di Giallonardo

Andrew Fuaux

Emma Hills

Chief Executive Officer

Director/Chief Financial Officer

Director Assets & Leisure

Director People & Places

Director Strategy & Development

Governance Officer

Josh Burt

Tara Choudari

Mikayla Lacey

Jeanette Ingram

Isabelle Cancino

Acting Manager Leisure & Major Facilities

Leisure & Aquatics Facilities Manager

Operations Manager

Sport & Recreation Planning Policy Officer

Manager Finance & Commercial

Item

2-3

2

2

3

4

Apologies:

Councillors:

Cr Marijke Graham, Cr Tony Dib OAM, JP

Council Officers:

Nil

Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

Items Discussed: **## Confidential**

1	Council Meeting Agenda
2	CMP Season Update 2023/2024
3	Physical Activity Strategy Project Update
4	Expression of Interest for Braeside Avenue Civic Centre
5	Items of a General Nature raised by Councillors

Record completed by:

Council Officer	Emma Hills
Title	Governance Officer



COUNCILLOR BRIEFING – PUBLIC RECORD

Briefing Details:

Date: Monday 5 June 2023

Time: 6:00pm

Location: Meeting Rooms 1
& 2

Attendees:

Councillors		
Cr Rob Steane (Mayor)	Cr Linda Hancock	Cr Kylie Spears (Virtual)
Cr Tasa Damante (Deputy Mayor) (Virtual)	Cr Paul Macdonald	Cr Suzy Stojanovic
		Cr Mike Symon
Council Officers:		
Steve Kozlowski	Chief Executive Officer	
Tony Rocca	Director/Chief Financial Officer	
Adam Todorov	Director Assets & Leisure	
Marianne Di Giallonardo	Director People & Places	
Andrew Fuaux	Director Strategy & Development	
Emma Hills	Governance Officer	
		Item
Adam Cooper	Coordinator Community Wellbeing	1
Chris Riseley	Team Leader Community Development	1
Robyn Williams	Community Development Worker	1
Chris Zidak	Manager Business & Precincts	2
Elise Murphy	Coordinator Arts & Culture	2
Mattie Young	Community Cultural Development Officer	2
Tim Cocks	Manager Leisure & Major Facilities	3 & 4
Kirstie Dench	Sport & Recreation Liaison Officer	3
Daniel Davison	Manager Aquahub	4
Mikayla Lacey	Operations Manager	4
Angela Kechich	Manager Statutory Planning	5
Heather Burns	Manager Community Services	6
Phil Medley	Manager Governance & Performance	7 & 8
Chloe Messerle	Senior Governance Officer	7 & 8

Apologies:

Councillors:

Cr Tony Dib OAM, JP, Cr Marijke Graham

Council Officers:

Nil

Conflict of Interest Disclosure:

Councillors:

Cr Damante: Item 3 - Capital Funding for Community Organisations Program 2023/24

Reason: Employee of Arrabri Occasional Care

Council Officers:

Nil

Items Discussed:**## Confidential**

1 ##	Community Grants Program 2023/24
2 ##	Arts & Cultural Grant Recommendations 2023-24
3 ##	Capital Funding for Community Organisations Program 2023/24
4 ##	Tender for Cleaning Services Aquanation & Aquahub
5	Statutory Planning Development update
6	Library Beneficial Enterprise Agreement
7 ##	Honorary Freeman of the City
8	Advisory Committees Update - Terms of Reference template
9	Councillor Delegates' Meeting Report
10	Community Assistance Fund
11	Items of a General Nature Raised by Councillors

Record completed by:Council Officer
Title

Emma Hills

Governance Officer



Maroondah Arts Advisory Committee – Minutes

Meeting Details:

Date: Wednesday 17 May 2023

Pre-meet - Karralyka Guided Site Visit	Time: 6:30 - 7:00pm	Location: Meet Karralyka (Mt Dandenong Room)
Committee Meeting	Time: 7:00 - 8:30pm	Location: Karralyka (Mt Dandenong Room)

Attendees:

Councillors

Cr Mike Symon (Chair)
Cr Paul Macdonald
Cr Suzy Stojanovic

Council Officers:

Marianne Di Giallonardo, Director People & Places	
Chris Zidak, Manager Business & Precincts	
Elise Murphy, Coordinator Arts and Culture	
Emma Hills, Governance Officer (Minute Taker)	
John Richardson, Coordinator Assets Projects and Facilities	Item 4.1
Aman Mehta, Strategic Planner	Item 4.3
Adam Cooper, Coordinator Community Wellbeing	Item 4.4

Community and Creative Industries Representatives:

David Billimoria - Musical Director, Croydon Wind Symphony, and Manager Wellbeing Workforces and Child Safety, Department of Education
Grace Kop - Independent Curator, and Customer Service and Administration Officer, National Gallery of Victoria
James Andrews - Founder and Managing Director, YourDNA Creative Arts
Kali Michailidis - Manager External Relations, TarraWarra Museum of Art
Katie Stackhouse - Independent Artist and Art Educator
Maryanne Leavey - Theatre and Events Manager, Aquinas College
Wendy Catling - Independent Artist, and Visual Arts Faculty Coordinator, Wesley College

Apologies:

Councillors:	Nil
Council Officers:	Nil
Community and Creative Industries Representatives:	Sharyn Mullens Taylor OAM, Executive Director Fresh Theatre for Social Change, and Head of Arts, Luther College

Conflict of Interest Disclosure:

Councillors:	Nil
Council Officers:	Nil
Community and Creative Industries Representatives:	Nil

Items Discussed

1. OPENING OF MEETING AND ACKNOWLEDGMENT OF COUNTRY

Cr Symon provided the Acknowledgement of Country.

Maroondah City Council, in the spirit of Reconciliation, acknowledges the Wurundjeri People of the Kulin Nation as traditional custodians of the land on which we are gathered today, where Indigenous Australians have performed age-old ceremonies. We pay our respects to their Elders, past, present and emerging.

2. WELCOME

Cr Symon welcomed everyone to the meeting.

CONFIRMATION OF MINUTES - WEDNESDAY, 8 MARCH 2023

ITEM 3

Cr Symon requested the confirmation of the minutes of the previous meeting.

The minutes were moved by Cr Stojanovic and seconded by David Billimoria. The minutes were confirmed.

4. ITEMS

**OVERVIEW OF KARRALYKA PERFORMING ARTS CENTRE
RENOVATION**

ITEM 4.1

Cr Symon introduced the item.

John Richardson provided a powerpoint presentation. John spoke about the Karralyka Centre and provided an overview of the facility and its features.

John provided an overview of the renovation works that have been completed and are planned, and provided details regarding why they are needed to improve the centre. He noted that larger works need to wait until the theatre shut down period at the end of the year as it is booked out during the year. John spoke about the foyer extension works and outlined the need for it due to the high volume of people that the centre caters for.

Elise Murphy spoke about the public outdoor artwork Cassini being moved and refurbished as part of the Karralyka renovation and provided some history regarding its design. The Arts and Culture team will be guided by advice from the artist's estate to conserve the sculpture during this process.

John provided some artist impression images of the proposed upgrades to Karralyka.

Maryanne asked whether the works that had been completed on the roof and stage were required due to the flooding event last year. John advised that the works had always been planned.

SECTOR INSIGHTS

ITEM 4.2

Cr Symon introduced the item and advised this item is an opportunity to talk about what is going on in the arts and culture space.

James shared the recent success of Your DNA along with partners SensiLab at Monash University (Caulfield) gaining funding through an ARC grant of \$200,000 for a 3-year joint project to develop Air Sticks, a unique digital instrument enabling music and movement. This will involve SensiLab team members basing themselves at YourDNA in Croydon 1 day a week over the next 3 years to develop this ground-breaking project with students and artists. James thanked Maroondah Arts and Cultural grant program for seeding the initial development of Air Sticks, which were showcased at a YourDNA performance *Portal* as part of the Melbourne Fringe Festival last year.

Grace noted that expressions of interest are open for MPavilion 10, a great opportunity for young creatives working across a number of fields to submit ideas for public programs and activating open space within the Melbourne Arts Precinct.

Cr Macdonald noted that Katie Stackhouse has an exhibition *Sound and Syncopation* on display at the Federation Estate Art Gallery. Katie added that there will be a related performance on Tuesday 23 May at 6pm. Elise advised that she would send out invitations to members should they wish to attend.

Wendy spoke about how Monash Gallery of Art has recently rebranded to Museum of Australian Photography (MAPh), noting that photography is a growing artform with international links, i.e. the Ballarat International Foto Biennale taking place later in 2023 and PHOTO 2024 International Festival of Photography.

Cr Symon noted that last month was the formal opening of a public art piece in Croydon of two large-scale skinks by artist Damian Vick on the walls of the Devon Street carpark and encouraged all to see the works.

Kali advised that the Growing Regions Grant Program from the Victorian Government opened this week to grow community infrastructure projects, which could be considered for projects such as renovating Karralyka.

CONSULTATION ON CREATIVE PLACE MAKING AND ACTIVATION OPPORTUNITIES IN CROYDON ACTIVITY CENTRE

ITEM 4.3

Cr Symon introduced the item.

Aman Mehta spoke about the Croydon Activity Centre and outlined a map of the area involved. He spoke about the upcoming Structure Plan that will define the Croydon Activity Centre form and function over the next 20 years.

Aman outlined the Structure Plan stages, noting stages where the plan was presented to the community for feedback and that the team are now in the process of considering that feedback.

Elise spoke about the Key Directions of Croydon Activity Centre and how they relate to the themes of the Arts and Culture strategy.

Aman outlined the ideas that came from a consultation that was conducted online during the pandemic.

Elise spoke about past place activations in Maroondah as well as examples of larger scale place activations outside Maroondah.

Aman provided a workshop activity and the members broke into two groups to discuss:

- Ideas for arts projects to activate public realm
- Potential locations where these ideas could be implemented.

The first group suggested looking at doing a rooftop cinema or using the large parking area where the Croydon Cinema is as an outdoor cinema, noting that the laneway beside it could be utilised as an Eat Street.

They also spoke about Tarralla Creek and activation in that area. They provided the idea of a kinetic sculpture installation or soundscape similar to that outside the Arts Centre Melbourne.

The group noted the opportunity of art on the walls of the laneways in Croydon and using lighting that could change colour to convey mood as well as act as a safety feature. They felt that the art work could involve local Indigenous stories/timelines.

The second group spoke about projection as an artform noting the example of Hamer Hall. They noted that carpark walls could be projected on to help to activate night life in Croydon. Non-arts spaces could be activated with projection art as with Vivid and Rising Festivals, which use cross-medium collaboration to great effect.

They spoke about utilising relationships with the traders already in Croydon such as organising with food outlets or artisan stalls to see if they can open during projection nights or involving local artists. They also thought about seasonal opportunities in Croydon and how festival formats, thematic programming, food and performance could bring out creative expression and activate night time economy.

Also noted was the importance of First Nations stories and timelines, particularly connections with local Indigenous people and communities.

Aman noted that there is a plan to organise a workshop regarding place activation and that Council will send out invites to the committee when this comes.

CONSULTATION ON CROYDON COMMUNITY WELLBEING PRECINCT - OPPORTUNITIES FOR CREATIVITY, CONNECTION AND WELLBEING

ITEM 4.4

Cr Symon introduced the item.

Adam Cooper introduced himself and provided a powerpoint presentation.

Adam provided a question for members to do a self-reflection:

- Think of a place you have been over the last 12 months where you had an enjoyable cultural or creative experience.

David Billimoria left the meeting room at 8:06pm.

Adam noted that no one was required to share their experiences however, anyone was welcome to share. James spoke about the Children's Garden at the Royal Botanical Gardens being a safe, accessible and free place to be around nature.

Adam spoke about the Vision for Croydon Community Wellbeing Precinct outlining the elements that make up the Vision.

Adam also provided a list of the precinct stakeholders noting that they are not all necessarily located in the precinct but have a stake in it.

A video was shown to the committee that showed the proposed design of the precinct and outlined the ways the design has incorporated the feedback received so far.

Elise spoke about how the precinct ties in with the Arts and Culture Development Strategy and how arts and culture can be supported in Maroondah through this project.

Elise also spoke about the Croydon Culture Audit that was completed in 2021 and outlined the three recommendations the audit provides to inform the design of the Croydon Wellbeing Precinct:

1. Incorporate a flexible 200-250 seat performance space, and the opportunity to open the space to an outdoor performance space and amphitheatre.
2. Incorporate rehearsal spaces that respond to current and future needs, including option of a music hub, explored within wider Croydon Activity Centre.
3. Support and promote a program of cultural events to build artistic vibrancy of the precinct.

Adam noted that the funding success of a \$5 million grant has helped to make the project possible.

Two questions were provided to the committee members to discussed as a group:

1. How might the precinct deliver greater participation within the arts?
2. Where might opportunities lie for the arts to deliver to the Vision for the precinct?

Adam asked the group for their thoughts on the first question.

James noted that the recent Federal Budget capping of growth for the NDIS may suggest that Federal Government want State and Local Governments to do more in this space, which usually starts with grants being provided as the transition happens. With the Precinct vision being as broad as it is, it may be a good idea to try to capture some of this activity and potential within the precinct to bring together audiences and artists.

Grace advised that there is a need to focus on wellbeing and mental health for young people and the more they can be included at a young age the better. She suggested the inclusion of multigenerational spaces and building in arts participation opportunities for public schools with excursions or after-school activities would be good for the Precinct.

Wendy noted that the Croydon Community Wellbeing Precinct is in close proximity to the main shopping area and station near Croydon Main Street, however there isn't a link between the two spaces. This could be a good opportunity to include the arts in making a trail for people to walk in between the spaces. People who don't normally go to arts events could be drawn into the Precinct as well through these planned routes.

Kali suggested that a footbridge across Mt Dandenong Road may be a good way to connect the two areas. Cr Symon noted that footbridges are often underutilised

Cr Stojanovic spoke about including creative and artistic wayfinding with images as opposed to words so that it is more accessible and attractive to use. She also noted that an arts festival could help bring people into the Precinct, and future Maroondah Festivals as well could be curated around the Precinct and would be good to bring in some big names.

Wendy suggested that slowing down traffic or using traffic-calming measures may make it easier to cross Mt Dandenong Road, similar to what has been done at Ringwood Station. Aman advised that the goal of structure plan is looking at the connection between the two places.

Aman noted the asset of Taralla Creek Trail as a possible arts trail and another key opportunity for connection to the Precinct which would also require wayfinding. Cr Symon noted that wayfinding is important along a trail and having semi-covered walkways and areas encourages use as it provides shelter from the elements.

Kali noted that there can't be participation from the arts if there are no spaces for artists. There is a need to create opportunities and affordable spaces for artists to perform and show - preferably free, frequent open-call proposal processes for artists, and remove barriers.

Adam moved onto the second question noting that discussion surrounding the first question had also covered this one.

Cr Stojanovic advised that in Ballarat the Council have introduced dedicated space for artists with new Arts Incubators in the CBD to nurture artists and support creative industry and micro-businesses. She spoke about creating curiosity and activities like arts markets to entice people into gathering spaces or arts spaces and promote interest in creative products, as with the Rose Street Markets

Cr Symon thanked everyone for attending and contributing to the meeting. He noted that the next meeting will be held on 2 August 2023 at Maroondah Federation Estate.

The meeting concluded at: 8:32pm.



Maroondah Community Health and Wellbeing Committee – Minutes

Meeting Details:

Date: Wednesday 10 May 2023 Time: 9:30 - 11:30am Location: Meeting Room 1 & 2, Realm

Attendees:

Councillors

Cr Tasa Damante (Deputy Mayor and Chair)
Cr Tony Dib OAM, JP

Council Officers:

Grant Meyer, Manager City Futures
Kirsten Jenkins, Manager Community Safety
Belinda Lim, Social Planning and Development Officer
Chloe Messerle, Senior Governance Officer (Minute Taker)
Lia Anagnosteas, Acting Coordinator Community Health
Michael Blowfield, Transport and Sustainability Planner

Agency Representatives:

Laura Marsh - Eastern Access Community Health (EACH)
Julie Rickard - NEAMI
Kath Spencer - Eastern Melbourne Primary Health Network (EMPHN)
Rod Donald - Youth Support + Advocacy Service (YSAS)
Barb Ryan - North Eastern Public Health Unit (NEPHU)

Community Representatives:

Andrea Salmon
Prateeti Sabhlok
Karly Horton
Janni Haskin

Others:

Jarrold Wicks, SALT3

Apologies:

Councillors:

Council Officers:

Agency Representatives:

Community Representatives:

Nil	
Andrew Fuaux, Director Strategy and Development	
Jodie Murphy - Eastland	
Sharon Barker - Eastern Access Community Health (EACH)	
Sarah Hanlin - NEAMI	
Kevin Gregg-Rowan - Department of Health	
Edwina Ricci - Communities of Wellbeing	
Brooke Young - Outer Eastern Local learning & Employment Network (OELLEN)	
Cathy White	

Conflict of Interest Disclosure:

Councillors:

Council Officers:

Agency Representatives:

Community Representatives:

Nil
Nil
Nil
Nil

Items Discussed

1. OPENING OF MEETING (Acknowledgment of Country)

Cr Damante opened the meeting and read the Acknowledgement of Country.

Maroondah City Council, in the spirit of Reconciliation, acknowledges the Wurundjeri People of the Kulin Nation as traditional custodians of the land on which we are gathered today, where Indigenous Australians have performed age-old ceremonies. We pay our respects to their Elders, past, present and emerging.

2. WELCOME

Cr Damante welcomed all to the meeting and introduced two delegate members -

- Laura Marsh, EACH on behalf of Sharon Barker
- Julie Rickard, NEAMI on behalf of Sarah Hanlin

CONFIRMATION OF MINUTES - WEDNESDAY, 1 MARCH 2023

ITEM 3

Barb Ryan moved the minutes and Janni Haskin seconded them.

4. ITEMS

PURPOSE AND ROLE OF THE COMMITTEE - CR TASA DAMANTE

ITEM 4.1

Cr Damante introduced the item and provided an update in regards to meeting procedures in the Terms of Reference and advised of three other committees relating to the social environment -

- Maroondah Access, Inclusion and Equity Advisory Committee

- Maroondah Disability Advisory Committee
- Maroondah Liveability, Safety and Amenity Advisory Committee

Cr Damante shared that, as per the Terms of Reference, the Maroondah Community Health and Wellbeing Advisory Committee provides advice to Council and informs social policy, community service delivery, advocacy and partnerships on a broad range of community health and wellbeing matters.

Cr Damante spoke about the collaborative partnerships, the strategic documents and policies linked to the committee.

SEEKING INPUT INTO MAROONDAH'S VAPING AND TOBACCO POLICY - LIA ANAGNOSTEAS, ACTING COORDINATOR COMMUNITY HEALTH ITEM 4.2

Cr Damante introduced the item.

Lia Anagnosteas, Acting Coordinator Community Health, provided a PowerPoint presentation to be circulated with the minutes.

Lia advised that after the agenda has been distributed there has been a change to the Federal Government vaping laws, noting that the information being presented today has since been updated.

Belinda provided an update regarding the Key Council Strategic documents relating to the vaping and tobacco policy -

- Maroondah 2040
- Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031
- Maroondah Health and Wellbeing Action Plan 2021-2031

Belinda noted that the two Key Directions from the Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031 related to this topic were :

- Social Harms - Key Direction 6.3 - 'Work in partnership to de-normalise smoking behaviours and reduce smoking-related harm through education, community awareness, regulation and increasing smoke-free public spaces.'
- Safe Communities - Key Direction 3.3 - 'Promote and facilitate safer cultures, spaces and settings relating to issues of gambling, alcohol and other drugs.'

Ron Donald entered the meeting at 9:43am.

Lia outlined the significant federal government reforms noted in May 2023. The Federal Government recently announced -

- Ban the sale of all single use disposable e-cigarettes
- Introduce minimum quality standards on certain flavours, colours, ingredients, packaging and reducing allowable nicotine content
- Raise public awareness about the health impacts of e-cigarettes
- Prohibit advertising, promotion, and sponsorship of e-cigarettes
- Monitor and prevent illegal importation and supply of non-prescription e-cigarettes in Australia.

Council is very supportive of these reforms and will assist with the implementation, noting that these reforms still have to be passed through Parliament.

Lia spoke about the background of vaping and noted some of the possible dangers of vaping, the types of chemicals contained in them as well as the idea that these types of products are particularly marketed at young people. Lia also advised that the vaping epidemic threatens to undo five decades of world-leading tobacco control in Victoria.

Maroondah City Council will now include 'no vaping' as part of the Local Law which includes updating the advertising signs (no smoking) at both Ringwood and Croydon Town Squares. Council will be taking proactive steps to ensure the education and enforcement of the tobacco retailers by reporting any nicotine based e-cigarettes to Victoria Police and providing education to youth through our Youth Services. Lia outlined that Council has received funding from VicHealth to prepare a Council Policy on Tobacco with the intention to reduce the take up of smoking/vaping amongst young people.

Lia shared four questions discussed within breakout groups which will help form part of Council's Policy -

1. *What do we know about vaping in Maroondah?*
 Big issue in high schools
 Socially accepted among young people (compared to smoking)
 Similar to Snapchat - very accessible
 Suspect that it is high especially amongst young people, readily available and marketing around it
 It's everywhere (including indoor settings such as transport)
2. *Education and awareness - who needs it and how to get it to them?*
 Not explicitly in school curriculum but vape education is happening in many schools
 Myths that they are harmless persist
 Avoid fear-based campaigns. Harm minimisation approach
 Cancer Council have existing resources for parents that are very useful.
 Engage young people in social media opportunities to promote awareness. Co-design with young people.
 Kids think it's cool - fad
 Get information out to everyone, young and old
 In school education - especially in primary
 Educate parents who are smokers/vape users will help children understand
 Need to focus on primary schools - children in years 5 & 6
 More awareness for parents - tapping into schools (primary/secondary) including conversation starters and partnerships with Dept of Education (mandated approach to vaping)
 Need to increase awareness that vaping falls under the Tobacco Act legislation and is treated the same as smoking (eg can't smoke on public transport, you also cannot vape)
3. *With the Federal Government reforms, what could be the potential fallout now that vapes will be significantly harder to obtain (particularly amongst young people)?*
 Higher fines for those that sell illegally
 Blacklisting/credit scores
 Close businesses selling illegally until investigation is over
 Unregulated supply from the black market including - Cost of vapes will go up and transferrable addiction
4. *Are there any projects that you are aware of that are occurring with vaping?*
 Education Department
 Youth Services
 Health Services
 EV's youth webinars

Lung Foundation
Unaware of local projects / programs
There is a lot of awareness/information sessions (comms focused)

Discussion surrounded the understanding of what prescription vaping is compared to the single use/refillable vapes.

Lia advised that once the draft has been developed with input from this Committee, it will be presented back to the Committee for further discussion.

INSIGHTS FROM A COMMITTEE MEMBER - BARB RYAN, NEPHU

ITEM 4.3

Cr Damante introduced the item.

Barb Ryan - Public Health and Wellbeing Coordinator at the NEPHU.

Insights to be circulated with the minutes.

Break - 10 minutes

**PROVIDING FEEDBACK ON KEY PRINCIPLES AND PRIORITIES FOR
THE MAROONDAH BICYCLE NETWORK PLAN - JARROD WICKS, SALT3
AND MICHAEL BLOWFIELD, TRANSPORT AND SUSTAINABILITY
PLANNER**

ITEM 4.4

Cr Damante introduced the item along with Jarrod Wicks from SALT3 and Michael Blowfield.

Michael provided a PowerPoint presentation and informed the Committee of the bicycle network plan, advising of funding from the TAC enabling the bicycle network to be updated. Michael advised that strategically this item fits in the Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031 under the Healthy Lifestyles, Liveable Neighbourhoods and Social Inclusion focus areas.

Michael spoke about the purpose of the project -

- To review the Maroondah Bicycle Network which was released in 2004 to demonstrate a network of vision to extend and enhance key bicycle links and connections
- To provide an updated network in line with contemporary land use and transport policy, emerging movement trends, evolved design guidelines, standards and expectations for cycling facilities
- To ensure the network is up to date with neighbouring LGAs bicycle network in terms of connection and facility consistency
- To establish a list of projects / improvements to address connection and safety concerns of the community

Michael spoke about the current projects along with both the Level Crossing Removal Projects and the Bayswater Business Precinct.

It was noted that there would be 5 stage approach that includes the first public consultation period that this Committee is involved with, followed by the preparation of the Bicycle Network, prepare the Bicycle Network Plan in conjunction with a second public consultation

followed by a finalised Bicycle Network Plan including a Bicycle Network Map and 10-year Action Plan.

Jarrold provided a clear understanding of the outcomes which would provide the following information -

- An up-to-date Maroondah Bicycle Network Plan with appropriate mapping and imagery
- A 10-year action plan of realistic priority projects/improvements with based on consultation results, costing and other factors
- A number of current bicycle infrastructure projects will be carried over to the network

Jarrold presented on the first stage of the community consultation - early input stage. He advised on the 'how' which included the following way in which to connect -

- Your Say Interactive Issues and Options Map to understand:
 - a) People's views, feelings, experiences and perspectives on the existing network
 - b) Confirm the purposes that people use the bicycle network
 - c) Demographic information, including rider confidence, bicycle ownership
 - d) How people would like to be informed about the project
- Direct engagement with stakeholders, such as transport authorities, peak bodies and landholders.
- On-site observations and intercept surveys

Jarrold and Michael spoke about the network of bicycle paths and connections through the municipality.

Jarrold engaged with the Committee in regard to the key principles which would be used to inform and guide the plan. Discussion surrounded a list of words that the committee were to raise their hands to show the importance in terms of guiding the plan. Michael provided a clear explanation for the meaning of each word to ensure the voting was conducted in a clear manner.

The rating of the principles is displayed below.

Principles	High	Medium	Low
Accessible	13	0	0
Safe	12	1	0
Connected	8	5	0
Social inclusion	7	4	0
Choice of experience	7	2	3
Integration	6	7	0
Attractive	4	6	3
Designed for the future	4	4	1
Comfortable	2	5	5
Streets can change	2	5	5
Unbroken flow	1	6	7
Direct	1	5	4
People first	0	10	0

Verbal feedback included -

- *Great to have a place (the map) to indicate existing issues with the network. I would like to participate in the survey.*

- *There is a need for pedestrian education around distraction, as it is very common to have walkers wearing ear phones/buds on our footpaths and trails.*
- *Riding on the road in traffic is threatening and I am always very cautious.*
- *Look at other countries for examples that work really well and could be applicable to the Maroondah context.*
- *Accessibility can mean support for vulnerable people to ride with confidence.*

Michael encouraged the Committee to think about the additional question and associated linked words and provide feedback outside of the meeting.

The Next Steps include consulting with the other Council advisory committees, sharing the YourSay interactive issue, options map and project website with the key findings available in the report.

Michael advised that if anyone has any further questions to contact him via email michael.blowfield@maroondah.vic.gov.au

STRATEGIC INFORMATION SHARING - ALL
PLEASE SHARE ABOUT AN ORGANISATION OR COMMUNITY PROJECT
RELEVANT TO HEALTH AND WELLBEING IN THE NEXT THREE
MONTHS

ITEM 4.5

Cr Damante advised that due to timing, the strategic information share won't proceed at this meeting. If anyone has projects or something that they would like to share, they can contact Belinda - Belinda.lim@maroondah.vic.gov.au

CLOSE OF MEETING - NEXT MEETING: 9 AUGUST 2023

ITEM 4.6

Cr Damante closed the meeting and advised that the next meeting would be held on Wednesday 9 August 2023.

The Meeting concluded at 11:30am.



Maroondah Environment Advisory Committee – Minutes

Meeting Details:

Date: Tuesday 4 April 2023

Time: 6:45 - 8:30pm

Location: Meeting Room 1
& 2, Realm

Attendees:

Councillors

Cr Marijke Graham (Chair) (entered the meeting at 6:52pm)
Cr Paul Macdonald
Cr Suzy Stojanovic

Council Officers:

Grant Meyer, Manager City Futures
Dale Bristow, Coordinator Strategic Planning and Sustainability
Chloe Messerle, Senior Governance Officer (Minute Taker)
Maryam Khodi, Carbon Reduction Planner
Aman Mehta, Strategic Planner
Maseeh Ud Din, Environmental Sustainable Design Officer

Community Representatives:

John Senior
Elspeth De Fanti
Howard Elston
Liz Sanzaro
Ken Whitney
Tim Malloch
Alicia Lehr
Dennis Zhang

Apologies:

Councillors:

Nil

Council Officers:

Nil

Community Representatives:

Sonia Nuttman
Lisa Keedle

Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

Community Representatives:

Nil

Items Discussed

Cr Stojanovic took the chair, advising that Cr Graham was running late to the meeting.

1. OPENING OF MEETING (Acknowledgment of Country)

Cr Stojanovic opened the meeting and read the Acknowledgment of Country.

Maroondah City Council, in the spirit of Reconciliation, acknowledges the Wurundjeri People of the Kulin Nation as traditional custodians of the land on which we are gathered today, where Indigenous Australians have performed age-old ceremonies. We pay our respects to their Elders, past, present and emerging.

2. WELCOME

Cr Stojanovic welcomed all to the meeting.

CONFIRMATION OF MINUTES - TUESDAY, 15 NOVEMBER 2022

ITEM 3

Cr Stojanovic confirmed the minutes. Elspeth De Fanti moved the minutes and John Senior seconded them.

4. ITEMS

DISCUSS THE DRAFT CLIMATE CHANGE PLAN AND ACTIONS

ITEM 4.1

Cr Stojanovic introduced the item.

Dale Bristow provided a powerpoint presentation (to be circulated with the minutes) and a verbal update in regards to climate change.

Dale asked the Committee to think about the following question - *'Why do we need a climate change plan?'*

Dale spoke about some of the direct and indirect climate change impacts which included -

- Physical health and mental wellbeing
- Damaged property/infrastructure
- Plant and animal loss
- Power outages and loss of essential services
- Access and affordability of food
- Economic loss

Dale spoke about the length of an action plan and how previous ones were 10 years but in the current climate that seemed too long and a 2.5 year one should be considered for the ever changing situation.

Cr Graham entered the meeting at 6:52pm and took the chair.

Dale provided an update on Council's responsibilities to look at climate change and to produce a climate change plan. He provided the following statistics from a study by the Climate Change Council in 2022 with the majority (80%) of Australians reported experiencing some form of disaster at least once since 2019, of which 63% said heatwaves, 47% flooding,

42% bushfires, 36% drought, 29% destructive storms, and 8% landslides. More than half (51%) of Australians surveyed are 'very (25%) or fairly worried (26%)' about climate change and extreme weather events in Australia. More than half (51%) of Australians who experienced disasters since 2019 say their mental health has been somewhat impacted, of which one-in-five (21%) claim that the disaster they went through has had a 'major or moderate impact' on their mental health. Studies also shows inaction costs Australia \$12.5 billion including loss to income, a loss in living standards and would put several thousand jobs at risk.

Direct impacts and indirect impacts that may cause more issues such as climate anxiety and air pollution impacts.

Council is taking action on climate change by working on strategies to see us prioritise this topic in Maroondah into the future. Dale advised that Council has adopted the following documents which is also how Council communicate these topics to the community -

- Sustainability Strategy 2022-2031
- Carbon Neutral Strategy and Action Plan 2014-2021
- Climate Change Risk and Adaptation Strategy 2018-2022
- Liveability, Wellbeing and Resilience Strategy 2022-2031

Dale noted that Council takes feedback from committees such as this one to inform and inspire strategies and policies for the future. This enables the change to be bought about.

Dale spoke about developing a new Climate Change Plan and advised that this would replace the existing, Carbon Neutral and Climate Change Risk & Adaptation Strategies which are due for review. The outcome of the strategies will inform the Climate Change Plan. For this purpose, an Issues and Options Paper to identify opportunities available to Council to accelerate responses to climate change has been prepared. In this paper, climate change related priorities and opportunities for Maroondah have been identified. These opportunities will be considered as a series of actions in the Climate Change Plan. The actions will focus on emissions reductions and adaptation to the predicted impacts of climate change in a way that supports the Maroondah community and builds resilience. For the next step the Draft Climate Change Plan will be available for community consultation and feedback.

Dale advised that the cost of no action will be even more than the cost of action.

At the Maroondah Festival 2022, feedback/engagement from the Maroondah stalls suggested that Council was proactive in their approach to climate change. The community were asked three consultation questions.

Dale advised that there had been a meeting with the Community Health and Wellbeing Advisory Committee members to understand their views relating to the social impacts of climate change such as climate anxiety, rising cost of living, reduced access to affordable food, safe housing, and exposure to environmental risks. Dale and his team are also having meetings with a range of Council service areas to understand what climate change actions could be included in the Plan and what support should be expected to deliver the actions . It is important to recognise that the responsibility of climate change is shared across all areas of Council and how Climate change should be embedded in Council processes and procedures.

In addition, Dale and his team undertook some background research and a benchmark review of what other Councils have done to address climate change, to inform Council.

The Climate Change Issues and Options Paper contains the following information -

- Strategic context

- Why do we need a Climate Change Plan?
 - Climate projections for Maroondah
 - Risks and their impacts on Council operations and the community
- Legislative framework
- What has Council achieved to date?
- What have we heard from the community?
- Issues and Options for climate change planning

Mitigation and Adaptation (how Council and the community to respond to changes) ie: wild storms and what Council services need to change/adapt.

Mitigation includes -

- Budget consideration
- Carbon Neutral organisations
- Environmentally Sustainable Development (ESD) Policy
- Emission reduction measures
- Risks to Council's operations and built environment

Adaptation includes -

- Emergency management
- Financial risk and insurance
- Vegetation and Biodiversity
- Community health and wellbeing such as: urban heat, pandemics, diseases and illness, cost of living and food accessibility, mental health and anxiety, social impacts and local economy

A benchmark was undertaken to identify the climate change actions that other Councils have considered and included in their climate change plans. We looked at the Eastern Alliance for Greenhouse Action Councils and other metro Councils. The actions have been grouped under 6 themes -

1. Governance, integration and collaboration
2. Monitor performance and reporting
3. Renewable energy
4. Reduce emissions from Council's operations
5. Community emissions reduction measures
6. Community Health and Wellbeing

Dale spoke about both Council and the communities emissions and advised that Council had been able to lower its carbon emissions down to 7,000T but that the communities emissions levels are 1,221,000T.

Discussion surrounded how residents and the community could lower their emissions. Dale asked the Committee whether they thought the community actually understood climate change as a whole? Are they at the climate action stage, climate alarm stage or climate change stage?

Cr Stojanovic suggested that the community are at the climate change stage and discussed renewable energy which would assist with lowering costs. The issue would ensure all residents had access to it.

Ken enquired as to what Council is doing and what is Council doing to help them?

Liz spoke about the long term COVID-19 effects people are having, the resistance for workers to head back into the city to work and the cost of energy being increasingly being supplied to homes at the expense of workplaces.

Howard wondered how we figure out the issue is terms of our homes i.e.: heating, cooling, lights and insulation. He spoke about how landlords pass the cost onto renters and whether Councils and the other levels of government could assist in lower the costs in residents homes.

John enquired as to whether Council would be able to arrange a payback arrangement for people for the cost of converting from gas to electricity.

Liz suggested looking at the town planning stage for new homes and allowing for more greenery so that air conditioners do not need to work as hard producing additional emissions.

Elspeth spoke about 'getting to know your neighbour' as an important tool in connecting the community.

Discussion surrounded the cost of heating and cooling and suggested that it may also depend on your social economic influence and therefore how much it may affect you. Further to this Dale spoke about distancing yourself from an issue and feeling no impact but in the long run, everyone will be impacted. He gave the example of the deterioration of the Great Barrier Reef and Black Saturday bush fires.

Cr Stojanovic spoke about issues with supply chains particularly regarding fresh food and providing education around this so people are aware of the issues being faced.

Tim suggested a better approach across the board would be to inspire people about the big picture rather than peer pressuring people into taking action.

John suggested grouping residents in streets and for Council to provide a discounted solar program.

Cr Graham advised if that there are any additional thoughts on the topic, to contact Dale Bristow offline to discuss the item further.

Howard suggested Council possibly holding a 2 hour workshop focused on climate change. The consensus of the Committee is that a lot of people would be in attendance.

Dale shared three discussion questions for feedback:

1/ Who are the priority groups (members of the community that need the most support) to increase their resilience to the climate change impacts in our community and why?

2/ What actions do you think Council needs to consider to enable the community to be more resilient to the impacts of the climate change?

3/ What are the key message do you think we need to deliver to the community to support? How might they be delivered?

**ENVIRONMENTAL RESILIENCE WITHIN THE DRAFT CROYDON
STRUCTURE PLAN**

ITEM 4.2

Cr Graham introduced the item.

Aman Mehta provided a powerpoint presentation (to be circulated with the minutes) and a verbal update.

Aman outlined about what a structure plan is and its various components including:

- Planning Scheme Amendment
- Advocacy
- Partnerships
- Capital Works

Aman discussed the Engagement Phases which included -

- Phase 1 – Early engagement with key stakeholders
- Phase 2 – Community engagement on the Discussion Paper
- Phase 3 – Future community engagement on the Draft Structure Plan

Further to that Aman spoke about the opportunities in terms of the landscape and green infrastructure. How can we enhance the area and compliment the area for the work that is currently taking place?

Aman spoke about the natural environment challenges and opportunities specifically focusing on the strategic areas, noting the connection to nature and the application of town planning controls.

Discussion followed re canopy cover targets as presented previously to this Committee, allowing for additional shading and cooling.

Aman identified the key elements of the Tarralla Creek Precinct which included -

- WSUD opportunities in flooding areas and large impervious surfaces
- Water quality and on-site detention (%) site
- ESD requirements
- Bio-link, tree canopy and understorey planting
- Building interface to public realm & sensitive land uses
- Consider trial of the Green Factor tool

Discussion followed re how Council can best engage with the community on the plan.

Liz spoke about the Level Crossing Removal Project and advised that there are many people with issues stemming from the loss of greenery associated with these projects.

Dale advised that Council is in regular contact with the Level Crossing Removal Team regards the proposed works.

Alicia provided an insight into Knox City Council and advised of their water sensitive urban design project - stormwater drain to make it more curved and slow down the rain to enable a different environment. She suggested that this would be a good option for parts of Maroondah if a trial could be implemented.

Howard enquired about the most successful Community Engagement and Cr Graham advised that she thought it may have been the Play and Gathering Space Strategy and noted

that it has worked really well with lots of varied ways to consult with the community which has assisted in increasing its popularity.

Cr Macdonald also advised that a very effective community consultation approach he was involved with was with Councils two golf courses.

Howard suggested the possibility of tapping into a User Group

Aman advised that the draft Structure Plan is anticipated to be placed on consultation post July following briefings to Council.

Break - 10 minutes

**REPORT ON ENVIROMENTALLY SUSTAINABLE DESIGN
PERFORMANCE**

ITEM 4.3

Cr Graham introduced the item.

Maseeh Ud Din provided a powerpoint presentation (to be circulated with the minutes) and a verbal update in regards to the ESD process at Maroondah City Council.

Maseeh provided some background on his role at Council and recent progress.

Maseeh spoke about the current ESD Policy Clause 22.15 -

- Approved in January 2022
- Gazettal on the 7th April 2022
- Adopted into the Maroondah Planning Scheme
- ESD Policy Triggers

He provided an update regarding the information Council shared on its website allowing for more detailed information to be shared which includes the 10 key categories for sustainable design.

Maseeh presented graphs depicting the BESS data overview for Maroondah, detailing the projects for the current financial year and included -

- Number of solar PV systems by size and solar PV system size by year
- Number of rainwater tanks by size and rainwater tank size by year
- Commitment to portable (mains) water reduction by project and portable water reduction by year
- Commitment to residential GHG emissions reduction by project and residential GHG emissions reduction by year
- Commitment to average NatHERS star rating by project and average NatHERS star rating by year

Liz enquired to whether the data has been recommended and can we track if someone has followed up on it? Is there an obligation for people to use the recommendation? Maseeh to follow up.

FOR INFORMATION REPORT

ITEM 4.4

Cr Graham advised that if anyone would like to discuss the items on the 'For Information' report then they could contact Dale Bristow offline.

OTHER BUSINESS

ITEM 4.5

John spoke about the weed infestation at roundabouts and traffic intersections across the municipality and Cr Graham advised that Council roads are looked after by Maroondah but Vic Roads look after certain areas for example roundabouts and median strips where the weeds often grow.

Dale spoke about the Australian Liveability Census and suggested that all Committee members fill in the survey. It is open from 26 March to the 30 June 2023.

Dale also advised of the City Nature Challenge which takes place in two parts, the first on the 28 April to 1 May and following on the 2 May to the 7 May 2023.

NEXT MEETING - 13 JUNE 2023

ITEM 4.6

Cr Graham closed the meeting and advised the next meeting would be on Tuesday 13 June 2023.

The Meeting concluded at 8:51pm.



Attachment A

EASTERN TRANSPORT COALITION MINUTES OF MEETING

Date: Thursday, 20th April 2023
Time: 6.30pm – 8.30pm
Hosted by: Maroondah City Council, REALM, 179 Maroondah Hwy,
Ringwood and Online

Attendees:

Councillors

- Cr Stuart James, City of Monash (Chair)
- Cr Susan Laukens, Knox City Council
- Cr Tomas Lightbody, Manningham City Council
- Cr Andrew Fullager, Yarra Ranges Council (alternate)
- Cr Tony Dib, Maroondah City Council

Officers

- Christopher Marshall, City of Greater Dandenong
- Lucas Sikiotis, City of Greater Dandenong
- Shane Hardingham, Knox City Council
- Daniele Raneri, Manningham City Council
- Terry Tillotson, City of Monash
- Sandra Worsnop, City of Monash
- Chris Hui, City of Whitehorse
- Karen O’Gorman, Yarra Ranges Council
- Michael Blowfield, Maroondah City Council

Secretariat

- James McGarvey, The Agenda Group

Guest

- Vaughn Allan, City of Whitehorse

Apologies

- Cr Tina Liu, City of Whitehorse
- Cr Rhonda Garad, City of Greater Dandenong
- Cr Richard Higgins, Yarra Ranges Council
- Dale Bristow, Maroondah City Council
- Kim O’Connor, Yarra Ranges Council
- Frank Vassilacos, Manningham City Council
- Matthew Hanrahan, Knox City Council

1. Welcome and Apologies

Cr Laukens assumed the Chair in lieu of Cr James and welcomed the attendees.

2. Conflicts of Interest

No conflicts of interest were raised.

3. ETC Finance Report

Terry Tillotson, City of Monash provided a finance report for the ETC for February 2023 – April 2023 as follows:

Opening Balance for February	\$51,470.91
February Invoice from TAG	\$7,00.00
March Invoice from TAG	\$7,000.00
Closing Balance for April is	\$36,470.91
M: Terry Tillotson	
S: Cr Susan Laukens	Carried

After discussion it was agreed that ETC membership fees for the forthcoming financial year would remain at current levels, to be reviewed again in 12 months time.

4. Ratify Previous Draft Minutes and Actions Arising

Minutes of the March 2023 ETC meeting:

M: Lucas Sikiotis
S: Shane Hardingham Carried

5. Guest Presentation

Vaughn Allan, Senior Transport Project officer with the City of Whitehorse presented to the group on reducing transport emissions through supporting vehicle electrification.

Vaughn set out the broader context of CO2 emissions sources in Victoria, noting the role transport plays in producing a sizeable portion of overall emissions.

On the transport front there are a number of areas in which emission reduction can be addressed, including encouraging modes shift, reducing trip distances and trip frequency, and through gaining fuel efficiencies.

As well as the impact of higher emissions standards being set by the federal government, conversion to electric vehicles (EVs) is an important catalyst for positive change.

Hydrogen does not yet present as a viable clean energy source for private vehicles, given the technical challenges of energy loss and low energy density.

Vaughn explained the different private vehicle options available ranging from conventional internal combustion engine powered cars, hybrids, plug-in hybrids and full electric vehicles.

Plug-in hybrids are not a preferred option, as in real world conditions, they produce far more emissions than claimed.

Vaughn spoke of the different technologies currently used on both electric vehicles and charging stations, and the likelihood of common standards across the industry being implemented in the future.

There are a number of ways in which Councils can play a role in encouraging the take up of EVs. These include providing public charging stations, supporting the settings necessary for installation of charging infrastructure at private homes and business sites, and conversion of Council vehicle fleets to EVs.

EVs do pose challenges as well for Councils, namely through the increasing need for Council sites to be technically capable of housing charging infrastructure required to support car fleets and industrial fleets in the future.

A copy of Vaughn's presentation will be circulated with the meeting's minutes.

6. 2023 Advocacy Work Plan

ETC Secretariat James McGarvey reported that, following discussion at the last ETC meeting, members of the ERTS working group were chasing up the extra information required to confirm the status of the priority trials and further information (from Boroondara) required to enable the ETC to make a submission to the Infrastructure Victoria 30 year review consultation process.

Further to this, it is suggested that the work of the ERTS working group and the package of priority trials be a topic of discussion and review at the next ETC meeting. An invitation should be extended to all ERTS working group members (include those from Boroondara Council) to attend.

The meeting agreed to this course of action.

Mr McGarvey also reported that the Eastern Regional Group of Councils had recently met with Opposition and Crossbench members of the Victorian Parliament, and the Federal Member for Kooyong Monique Ryan MP to brief them on issues of concern to the region. This included the ETC's current areas of focus.

7. Local Presentation

Michael Blowfield, Maroondah City Council gave the group a presentation on Council's *Healthy Streets Framework*.

Council has been rolling out this innovative framework as part of its 20 minute city approach that is being taken around high-order activity centres.

The Healthy Streets Framework is a people centred framework for decision making in relation to planning transport and streets to create healthy places.

It's based on a number of principles including being people centred, utilises universal language and draws on the expertise of those in the community through a co-design process that allows for inputs and a role in shaping end decisions.

The Framework aims to foster:

- Great transparency
- Greater trust of Government
- Greater community acceptances/permission
- Establishment of co-ownership/stewardship, and
- Increase in civic pride.

The model can be incorporated into other areas of Council activity to inform the community engagement approach.

Council and its partner have been recognised for their innovative community *Healthy Streets* engagement model at the 2022 PIA Victorian Awards for Excellence.

A copy of Michael's presentation will be circulated with this meeting's minutes.

8. General Business

Nil.

9. Next Meeting

The next meeting will be hosted online, and will commence at 6.30pm on Thursday, 18th May 2023.

Action Summary

Action Items	Owner(s)	Deadline
1. Schedule discussion of the ERTS as main agenda item for May ETC meeting	Secretariat	May 2023
2. Invite ERTS working group members to May meeting	Secretariat	May 2023
3. Submission to Infrastructure Victoria	Secretariat	May 28th
4. Councils to provide one pedestrian crossing project for ETC advocacy	All members	June 2023

Attachment C

From: <fix800bus@internode.on.net>
Date: Sat, 6 May 2023 at 06:24
Subject: The #Fix800Bus Bulletin – No 1 (May 2023)
To: <fix800bus@internode.on.net>

Welcome to the first #Fix800Bus Bulletin occasional email.

Bringing you news of community moves to advocate a more frequent 7 day Route 800 bus Melbourne's south-east needs. Subscribe (or unsubscribe) by emailing fix800bus@internode.on.net

Why #Fix800Bus?

Route 800 down Princes Hwy between Dandenong and Chadstone is Melbourne's busiest bus route that doesn't run Sundays and barely runs Saturdays despite operating every 20 minutes on weekdays.

Unlike other buses that got 7 day upgrades, the 800 remains stuck with a timetable unchanged for 30+ years. The poor service is particularly notable on weekends with Saturday afternoon buses dropping to every 2 hours with nothing after 4 or 5pm. This is despite it serving major hubs like Chadstone, Dandenong and Monash Clayton with significant 7 day usage. And for some residents the 800 is the only public transport reasonably available to them.

An upgrade to the Route 800 bus so it runs 7 days, over long hours and more frequently would bring huge benefits including access to jobs, a viable alternative to driving, cost-of-living relief, higher community participation and more.

What #Fix800Bus wants

A better Dandenong - Chadstone Princes Hwy Route 800 bus with:

- * 7 day service
- * Longer operating hours (to 9pm or better)
- * Service every 20 minutes or better all week

While our current focus is on the 800 bus, we also advocate 7 day service on other Dandenong area buses including 802, 804, 814, 844, 857 & 885.

The buses to do all this currently sit idle in depots on weekends. All that's needed are more funded operating hours to work the existing fleet harder. About \$2 to \$4 million annual funding would achieve the above – tiny compared to benefits this could bring to thousands.

Sign the petition!

One of our #Fix800Bus volunteers has started a [change.org](https://www.change.org/p/fix-the-800-dandenong-chadstone-bus) petition advocating for a 7 day Route 800 bus. It's already got 120 signatures. Sign, comment how an improved 800 bus would benefit you and most importantly TELL YOUR FRIENDS ABOUT IT!

<https://www.change.org/p/fix-the-800-dandenong-chadstone-bus>

The difference a better 7 day 800 bus could make

One of the favourite sayings here at #Fix800Bus is that 'better buses help people achieve their dreams'. At the very least they can make people lives better.

Here's a Route 800 example from Chris who signed the online petition:

I work at a call centre on Princes Hwy, including one weekend a month. I would like to use it all the time to travel to/from work. I often cannot due to infrequent departures (early morning, evening) or none at all (Saturday afternoons and weekends).

Richard Riordan MP takes 800 bus

Richard Riordan, the shadow Public Transport Minister, rode Route 800 bus last week and did a video. It points out the need for Route 800 to run a better 7 day service. Watch it here:

<https://www.facebook.com/RichardRiordanMP/videos/998981767944439>

We want more MPs and councillors (from all sides) to see the 800 for themselves and its need for better services. We'd be only too happy to arrange a guided tour at any convenient time.

800 bus hint (early bird gets the bus)

If you're doing Saturday shopping at Chadstone, start as early as possible. That's because you want to be done by 1:50pm. That's to avoid an up to 2 hour wait for the next (and last) bus at 3:50pm.

Don't believe this? Check the PTV 800 timetable for yourself! <https://www.ptv.vic.gov.au/route/timetable/13820/800-dandenong-chadstone-via-princes-highway-and-oakleigh/>

Of course that's not how it should be. #Fix800Bus advocates for buses every 20 minutes on both weekend days with service continuing to at least 9pm (like other bus routes)

#Fix800Bus campaign priorities

#Fix800Bus is non-partisan advocacy for the improved buses locals want and need. Right now the focus is getting more of the community involved and reaching out to local neighbourhood, social, cultural, church and other groups. This can help spread the word and make #Fix800Bus a topic on everyone's lips (including media and MPs) Please email fix800bus@internode.on.net if you have ideas or can help on this.

This week's #Fix800Bus action

Local MPs need to hear from you about the importance of a more frequent 7-day 800 bus. If you're a constituent drop them a brief email advocating for a 7 day 800 bus and how it would benefit you. Local seats and MPs along the 800 include:

Dandenong: gabrielle.williams@parliament.vic.gov.au

Mulgrave: daniel.andrews@parliament.vic.gov.au (yes the premier, and the 800 stops right outside his office!)

Oakleigh: steve.dimopoulos@parliament.vic.gov.au

Connect with #Fix800Bus

Facebook <https://www.facebook.com/Fix800Bus> (like & follow for #Fix800Bus news)

Email fix800bus@internode.on.net

That's all the #Fix800Bus news for now. Please sign the petition, follow us on Facebook and most importantly FORWARD THIS EMAIL to others who you think would also want to see an improved 7-day 800 bus.

Kind regards,

Peter Parker

Convenor, #Fix800Bus Alliance <https://www.facebook.com/Fix800Bus>

Advocating for a more frequent 7 day Route 800 bus on Princes Hwy
& other Greater Dandenong bus service upgrades

**MAV State Council Meeting - 19 May 2023 -
Motions - Maroondah City Council Outcomes**

MOTIONS	CONSOLIDATED MOTIONS	LATE MOTIONS
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	LATE/LATE MOTIONS	NOTES	FOR/AGAINST %
A.	Safety at Public Council meetings		95.7/4.3
B.	Inclusiveness support		81/19

CM	CONSOLIDATED MOTIONS	NOTES	FOR/AGAINST %
C1	Financial Sustainability		99/1
C2	Windfall Gains Tax		98.6/1.4
C3	Reducing Harm from Electronic gaming Machines		94.7/5.3
C4	Funding for Kindergarten Infrastructure		Redundant
C5	Electric line clearance in low bushfire risk areas		98/2
C6	Circular economy market development		95/5
C7	Critical local government skill shortages		100/0

CAT. 1	STRATEGIC RELEVANT MOTIONS	SUBMITTING COUNCIL	NOTES	FOR /AGAINST %
1	Long-term sustainability of local government	Glen Eira City Council	C1	Redundant
2	Rate capping	City of Melbourne Council	C1	Redundant
3	Review of the VEC costs associated with the Electoral Structure Review Process	Strathbogie Shire Council		As amended 98/2
4	Exemption of Local Government from Windfall Gains Tax	Knox City Council	C2	Redundant
5	Review of Developer Contribution Schemes	Baw Baw Shire Council		As amended 97/3
6	Fines Victoria	City of Melbourne Council		98.4/1.6
7	Regulation of Social Media Bullying towards Candidates and Councillors	Kingston City Council		93/7
8	Regulation of Social Media Bullying towards Candidates and Councillors	Darebin City Council		Redundant
9	Regulation of Social Media bullying towards candidates and Councillors	Cardinia Shire Council		Redundant
10	Reporting of Childcare Reimbursements	Kingston City Council		62/38
11	Aggregated Reporting of Childcare Reimbursements	Darebin City Council		Redundant
12	Aggregated Reporting of Childcare Reimbursements	Cardinia Shire Council		Redundant
13	Aggregated Reporting of Childcare Reimbursements	Bass Coast Shire Council		Redundant
14	Maternal and Child Health Program Model and Funding Review	Nillumbik Shire Council		As amended 98/2

15	Expanding Funding for Kindergarten Infrastructure	Nillumbik Shire Council		100/0
16	Fund and deliver Best Start, Best Life Infrastructure	Baw Baw Shire Council		As amended 97/3
17	Impact of Windfall Gains Tax	Corangamite Shire Council	C2	Redundant
18	Circular Economy	Mitchell Shire Council	C6	Redundant
19	Greater State investment in boosting recycling market capacity	Glen Eira City Council	C6	Redundant
20	Electrification of swimming pools and community facilities	Banyule City Council		87.5/12.5
21	Critical sector-wide skill shortage in Statutory and Strategic Town Planning specialists	Yarra Ranges Shire Council	C7	Redundant
22	Local Government Staff Attraction and Retention Issues	Maribyrnong City Council	C7	Redundant
23	Address skill shortages in Local Government	Maroondah City Council	C7	Redundant
24	Empowering electoral representation advisory panels	City of Yarra Council		92/8
25	Regulation of Social Media bullying towards candidates and Councillors	Bass Coast Shire Council		Redundant
26	Regional Library Corporation Transition	Colac Otway Shire Council		98/2
CAT. 2	MOTIONS CONSISTENT WITH CURRENT SECTOR FUNCTIONS AND RESPONSIBILITIES	SUBMITTING COUNCIL	NOTES	FOR /AGAINST %
27	Road Betterment with Disaster Funding	South Gippsland Shire Council		As amended 100/0
28	Betterment as part of the Natural Disaster Financial Assistance (NDFA) scheme	Strathbogie Shire Council		Redundant
29	Maintenance of Arterial Road Network	Brimbank City Council		94/6
30	Reducing Harm from Electronic Gaming Machines	Brimbank City Council	C3	Redundant
31	Reducing Harm from Electronic Gaming Machines in Victoria	Maribyrnong City Council	C3	Redundant
32	Addressing Underlying Causes of Crime and Anti-Social Behaviour	Brimbank City Council		98.4/1.6
33	Supporting building resilience to natural disasters	Mitchell Shire Council		100/0
34	Disaster Recovery and Resilience Support for Local Government	Macedon Ranges Shire Council		Redundant
35	Affordable Housing	Banyule City Council		76.9/23.1
36	Safe active transport	Banyule City Council		95/5
37	Review of gas, water, and electricity service providers	Banyule City Council		91.7/8.3
38	Renewable Energy Transmission Infrastructure	Moyne Shire Council		As amended 95.2/4.8
39	Social and Affordable Housing	Frankston City Council		92/8
40	Create environmentally sustainable forms of transport	City of Yarra Council		86/14

41	Flood Recovery	Maribyrnong City Council		98/2
42	Active Transport	Maribyrnong City Council		90/10
43	Public Transport Improvements	Maribyrnong City Council		As amended 89/11
44	Critical Community Infrastructure	Maribyrnong City Council		100/0
45	Municipal Building Surveyor legislative reform	City of Port Phillip Council		98/2
46	Reform the funding models for social and affordable housing and the planning system to ensure it consistently facilitates new social and affordable housing	City of Whittlesea Council		92/8
47	Major Infrastructure Funding	Mitchell Shire Council		94/6
48	Guidelines outlining minimum consultation requirements for Major Projects	South Gippsland Shire Council		98/2
49	Circular Economy (Waste Reduction and Recycling Act 2021) – Proposal to amend Kerbside Glass Collection Methodology	Banyule City Council		98.3/1.7
50	State management of Flood Overlays	Baw Baw Shire Council		95/5
51	Electric Line Clearance Guidelines Review for Urban Trees	Brimbank City Council	C5	Redundant
52	Improved Electric Line Clearance Regulations	City of Port Phillip Council	C5	Redundant
53	Action on Air Pollution	Maribyrnong City Council		88/12
54	Planning reform: Sustainable rooftop infrastructure	City of Port Phillip Council		92/8
55	Tree canopy mapping across Victoria	Knox City Council		94/6
56	Seeking a variation to landfill levy – Community clean days	City of Whittlesea Council		100/0
57	Seeking a variation to landfill levy – Water sensitive urban design clean outs	City of Whittlesea Council		98/2
58	Support for the Public and Environmental Health sector	Yarra Ranges Shire Council		98/2
59	Development of a state-wide illegal dumping campaign focusing on cultural and linguistically communities	City of Whittlesea Council		92/8
60	Disaster Recovery and Resilience Support for the establishment of new fit for purpose relief centres and an upgrade of current relief centre assets	Campaspe Shire Council		98/2
61	Disaster Recovery and Resilience Support for the establishment of new system that enables the response agency to have a standardised and uniform approach to evacuations	Campaspe Shire Council		91/9
62	Reinstate 'Know Your Council' Website	Maroondah City Council		86/14

63	Benchmarking Cyber Security Incidents and Actions	Maroondah City Council		98/2
64	Regulation on short-stay accommodation	City of Port Phillip Council		80/20
65	Increase Growing Suburbs Fund	Baw Baw Shire Council		90/10
CAT. 3	MOTIONS NOT CONSISTENT WITH CURRENT SECTOR FUNCTIONS AND RESPONSIBILITIES	SUBMITTING COUNCIL	NOTES	FOR /AGAINST %
66	Investing in Telecommunications & Digital Connectivity in Regional and Rural Communities	City of Greater Bendigo Council		98/2
67	Urban Food Strategy	Banyule City Council		85/15
68	Improved financial vulnerability and wellbeing funding for our communities	Cardinia Shire Council		98/2
69	Mental Health and Wellbeing	Nillumbik Shire Council		98/2
70	Private Health Insurance Lifetime Health Cover (LHC)	Frankston City Council		76/24
71	Police resourcing and support	City of Port Phillip Council		92/8
72	Management of Crown Land Recreation Facilities	Baw Baw Shire Council		100/0
73	Protection & enhancement of biodiversity	Banyule City Council		91/9
74	Promotion of environmental sustainability	Bass Coast Shire Council		71/29
75	Local Government Divestment from Investment in Fossil Fuel Financing Institutions	City of Greater Bendigo Council		76/24
76	Removal of prayer from council meetings	City of Yarra Council		LOST 25/75
77	Hoon Driving Regulation	City of Port Phillip Council		89/11
Extension of time motion LOST 34/66				
Motions 78-98 to be referred to the MAV Board 86/14				
LM	LATE MOTIONS	SUBMITTING COUNCIL	NOTES	FOR /AGAINST %
78	Utilities Cost of Living Relief	Manningham City Council		
79	Secondary Dwelling Pilot Program	Surf Coast Shire Council		
80	Climate Change and Social Justice	Greater Dandenong City Council		
81	Decriminalisation of Public Drunkenness	Greater Dandenong City Council		
82	Decriminalisation of Sex Work	Greater Dandenong City Council		
83	Windfall Gains Tax	Greater Dandenong City Council	C3	Redundant
84	Volunteerism sector support	City of Stonnington Council		
85	Marketing controls and public education to reduce the uptake of vaping products by young people	City of Stonnington Council		

86	Access to Mental Health Services for children, young people, and families	City of Stonnington Council		
87	Inclusive and accessible health and community services for LGBTIQ+ communities	City of Stonnington Council		
88	Continuation of the freeze on late night liquor licences in inner-city municipalities	City of Stonnington Council		
89	Increased environmentally sustainable design (ESD) expectations for developers	City of Stonnington Council		
90	Housing and homelessness sector support	City of Stonnington Council		
91	Education and employment pathways for young people	City of Stonnington Council		
92	Accessible public transport network	City of Stonnington Council		
93	Rate Capping Process	City of Stonnington Council	C1	Redundant
94	Statutory fee setting	City of Stonnington Council		
95	Collection of parking fines (Fines Victoria)	City of Stonnington Council		
96	Cost Shifting to Local Government	City of Stonnington Council	C1	Redundant
97	Property valuation process from biennial to annual valuations	City of Stonnington Council		
98	Proposed Victoria to NSW Interconnector West Energy Transmission Line	Northern Grampians Council		

Draft Maroondah City Council Council Plan 2021-2025 2023/24 Update





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Front cover: Celebrate Maroondah event at HE Parker Reserve

Left: Maroondah Christmas Carols

Introduction

The *Council Plan 2021-2025* is Maroondah City Council's medium-term strategic document that sets key directions and priority actions to work towards the long-term community vision outlined in *Maroondah 2040 - Our future together*.

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

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

The *Council Plan 2021-2025* has been prepared to meet the requirements of the new *Local Government Act 2020*. Each year Council undertakes a revision of this four-year Council Plan to ensure that the Council Plan continues to be aligned with *Maroondah 2040 - Our future together* and is responsive to emerging community needs and aspirations. The annual review also helps to ensure that all Council service planning, strategies, policies and processes take their lead from the key directions outlined within the Council Plan.

Acknowledgement of Country

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.

Message from the Mayor and Chief Executive Officer

On behalf of Maroondah City Council, we are pleased to present the 2023/24 update to the *Council Plan 2021-2025*.

The community's vision as outlined in *Maroondah 2040 - Our future together* is the foundation from which Council shapes its long-term plans for the municipality. 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 *Council Plan 2021-2025* plays a vital role in shaping the future for Maroondah over the four-year period and lists the major activities to be undertaken to ensure the work and priorities set by Council align with the community's vision. It also highlights the key directions which underpin the planning and budget blueprints for the Maroondah community.

The key directions and priority actions are grouped under the eight broad outcome areas of *Maroondah 2040 - Our future together* and provide the structure for the *Council Plan 2021-2025*. Significant projects identified for delivery include:

- Monitoring the social and economic impacts of the COVID-19 pandemic and providing responses aligned to community needs.
- Infrastructure upgrades to sporting facilities at Jubilee, Proclamation, Springfield, Cheong and Ainslie Parks, and at Dorset Recreation, Silcock and JW Manson Reserves.
- Developing and implementing the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031* (including the *Health and Wellbeing Action Plan* and the *Positive Ageing Framework and Action Plan 2021-2025*).
- Implementing the *Bayswater Business Precinct Transformation Strategy*.
- Designing the Karralyka redevelopment and undertaking staged works.
- Review, update and implement Council's *Sustainability Strategy 2022-2031*, including development of a Climate Change Plan.
- Developing and implementing Council's *Waste, Litter & Resource Recovery Strategy 2020-2030*.
- Design and construct activity centre carparks in Croydon and Ringwood.



- Working in partnership with the Victorian Government to support the removal of level crossings at Bedford Road Ringwood; Dublin Road Ringwood East and Coolstore Road Croydon; and the construction of new stations at Ringwood East and Croydon.
- Developing a new Croydon Structure Plan (including urban design guidelines).
- Undertaking a staged development of the Croydon Community Wellbeing Precinct.
- Implementing the *Gender Equality Act 2020*, including Council's *Gender Equality Action Plan*.
- Implementing the new *Local Government Act 2020*.
- Advocating on key local issues on behalf of the Maroondah community in the lead up to the Australian and Victorian Government elections.

The Council Plan is aligned to the Financial Plan and Budget which document the financial and non-financial resources required by Council to implement the key directions and priority actions identified in the Council Plan.

Together, these documents will ensure that Maroondah continues to be a great place to live, work, play and visit.

Cr Rob Steane
Mayor

Steve Kozlowski
Chief Executive Officer

Council Plan 2021-2025

What we have already achieved

Since the adoption of the *Council Plan 2021-2025* in June 2021, Council has been working to implement a broad range of priority actions.

In 2022/23, Council's achievements included:

- Continuing to monitor the social and economic impacts of the COVID-19 pandemic and provide responses aligned to community needs.
- Completing sporting infrastructure upgrades at Jubilee Park (Maroondah Edge regional indoor cricket training hub) in Ringwood; and at Dorset Recreation Reserve, Cheong Park and Ainslie Park in Croydon.
- Developing the Maroondah Extreme Sports Strategy and Maroondah Stadium Sport Strategy.
- Opening the Parkwood Dog Park in Ringwood North.
- Continuing implementation of the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031* (including the *Health and Wellbeing Action Plan* and the *Positive Ageing Framework and Action Plan 2021-2025*).
- Delivering mental wellbeing initiatives, including the Maroondah Lift Project and the Let's Get Neighbourly program.
- Implementing the *Bayswater Business Precinct Transformation Strategy*.
- Supporting rollout of the Victorian Government's funded three and four year old kindergarten programs.
- Implementing Council's *Sustainability Strategy 2022-2031*.
- Rolling out the Food Organics and Garden Organics service to Maroondah households.
- Delivering the Tarralla Creek Stormwater Harvesting System in partnership with the Victorian Government, Yarra Valley Water and Melbourne Water.



Food Organics and Garden Organics (FOGO) service



Parkwood Dog Park

- Replacing dead and storm affected trees in open spaces throughout Maroondah.
- Continuing to work in partnership with the Victorian Government to remove level crossings at Bedford Road Ringwood; Dublin Road Ringwood East and Coolstore Road Croydon; and the construction of new stations at Ringwood East and Croydon.
- Continuing to plan for construction of the activity centre carpark in Ringwood.
- Upgrading the intersection at Reilly Street and Wantirna Road in Ringwood, and at Plymouth Road and Kirtain Drive in Croydon in partnership with the Victorian Government.
- Completing enhancement of Eastfield Road in Ringwood East.
- Continuing footpath construction in the Principal Pedestrian Network, and upgrading Mullum Mullum Creek shared trail between Marilyn Crescent and Kalinda Road.
- Implementing the Greening the Greyfields project following approval of Amendments C134 (Ringwood) and C136 (Croydon South) into the Maroondah Planning Scheme.
- Continuing development of a new Croydon Structure Plan.
- Continuing the staged redevelopment of the Croydon Community Wellbeing Precinct
- Undertaking flood mitigation work in the Sherbrooke Avenue catchment in Ringwood, and the Scenic Avenue catchment in Ringwood East.
- Continuing to work in partnership to support volunteer-led community organisations in Maroondah.
- Developing new action plans for the *Children and Families Strategy* and the *Youth Strategy*.
- Implementing the *Gender Equality Act 2020*, including Council's *Gender Equality Action Plan*.
- Implementing the *Maroondah Disability Policy and Action Plan 2022-2026*.
- Implementing Council's *Customer Service Strategy 2021-2025*.
- Successfully advocating for funding for the Maroondah community in the lead up to the State election in November 2022, including the upgrade of Maroondah Hospital.

Council Plan 2021-2025

Maroondah at a glance

Maroondah is home to...



We provide...





Council Plan 2021-2025

Our city

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east, 25 kilometres from the Central Business District. The area is a substantially urban residential municipality, with an estimated population of 115,645 residents and 46,870 households with an average of 2.47 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 39km 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



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.

Waterways including the Mullum Mullum Creek, Dandenong Creek, Brushy Creek (Barneong Creek) and Anderson Creek are corridors of cultural significance to the Woiwurrung Peoples of the Kulin Nation living in the area now known as the City of Maroondah. A broad range of registered Aboriginal Cultural Heritage Places (ACHP) are also registered across Maroondah. These comprise artefact scatters, low density artefact distributions, scarred trees and object collections.

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.

Council Plan 2021-2025

Our community

Maroondah has an estimated population of 115,645 residents and 46,870 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 39 years.

According to the latest Victorian Population Health Survey (2020), Maroondah residents feel higher levels of trust amongst people in the community than the Victorian average, an also a higher level of feeling valued by society.

Maroondah is an increasingly culturally and linguistically diverse community. According to the 2021 ABS Census, 734 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 is likely to be significantly higher.

Almost thirty percent of Maroondah residents were born overseas. The most common countries of birth for overseas residents are England, China, India, Myanmar and Malaysia.



Maroondah Festival

Our environment

Maroondah is currently home to 653 hectares of open space in the form of reserves, conservation areas, regional parks, trails, sporting fields, neighbourhood parks and more.

Maroondah's 44 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 578 parks and reserves with 53 sports ovals, two golf courses, 134 public playgrounds, three skate areas, and five outdoor exercise equipment locations. Mobility and connectiveness is supported by 39kms 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.

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. Further information on how Council is responding to the challenges of climate change can be found on page 47.

Our economy

Over 10,000 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.

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 \$16.4 billion.

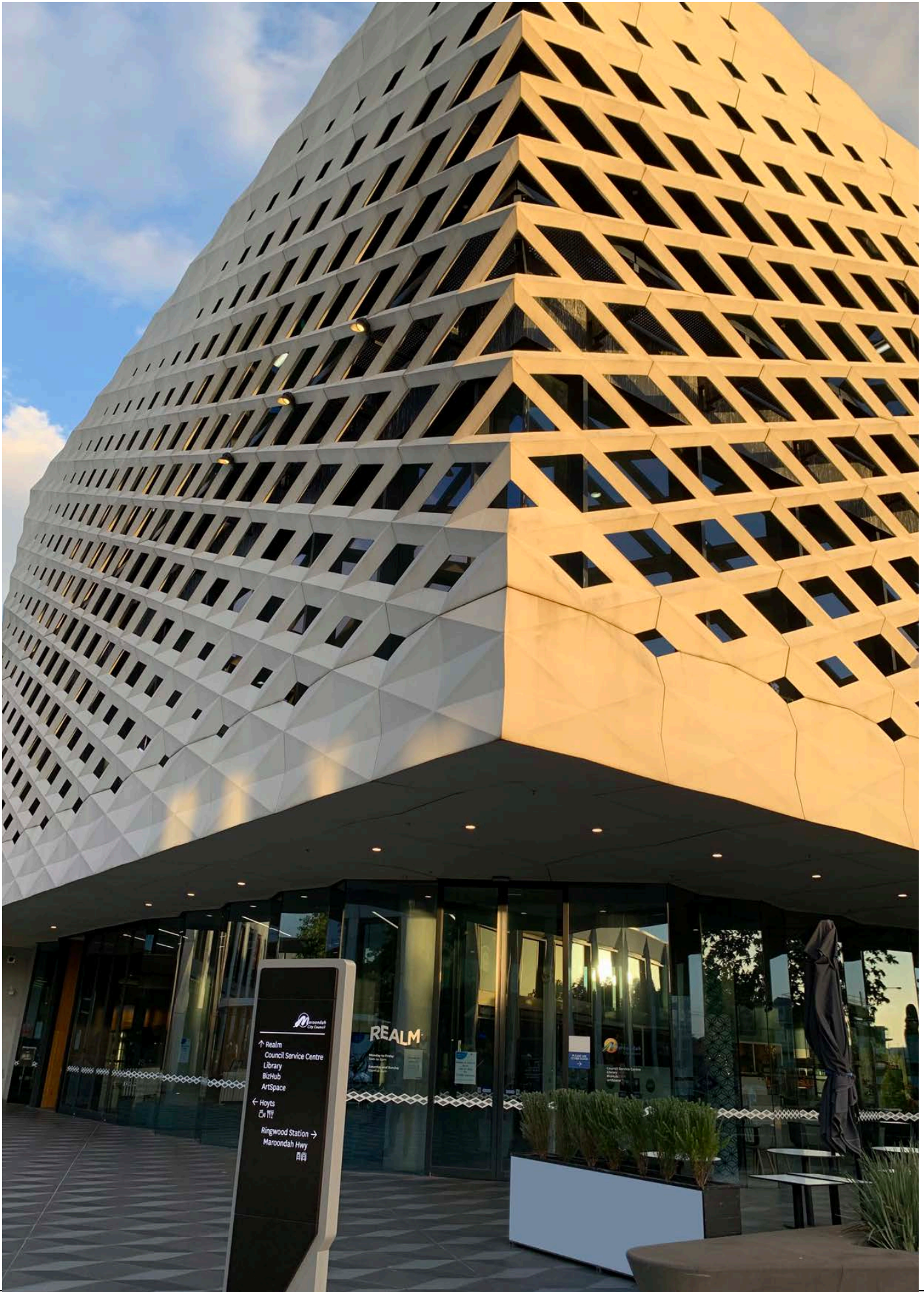
Maroondah has four activity centres at Croydon, Ringwood, Heathmont and Ringwood East. Ringwood is one of the largest in Melbourne. In addition, a range of key service and retail precincts are clustered along the Maroondah Highway corridor and 31 neighbourhood, community and local shopping centres are 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 is a thriving business and employment community which is home to 5,000 businesses and supports more than 30,000 local jobs.

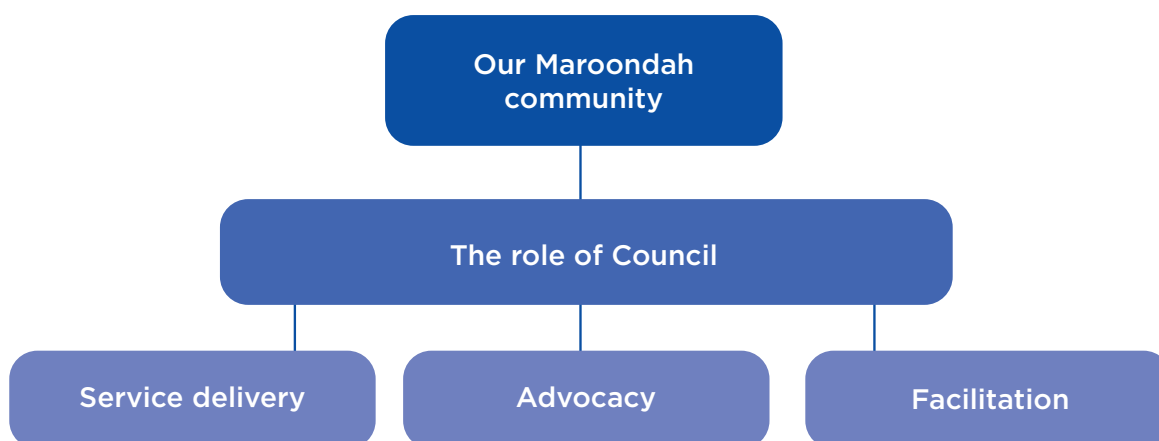
Well known across Australia and internationally for its skills in heavy vehicle, fibreglass, metals, pharmaceuticals, medical technology, defence and construction, the Bayswater Business Precinct is an economic powerhouse which contributes more than \$14 billion to the local and Victorian economies. 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.



Our Council

Our role and function



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

The role of a Council is defined in the *Local Government Act 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; community health; drainage; immunisation services; infrastructure maintenance and renewal; leisure and sporting facilities; local laws; maternal and child health; parks and reserves; planning and building; roads and footpaths; and waste and recycling.

Council Plan 2021-2025

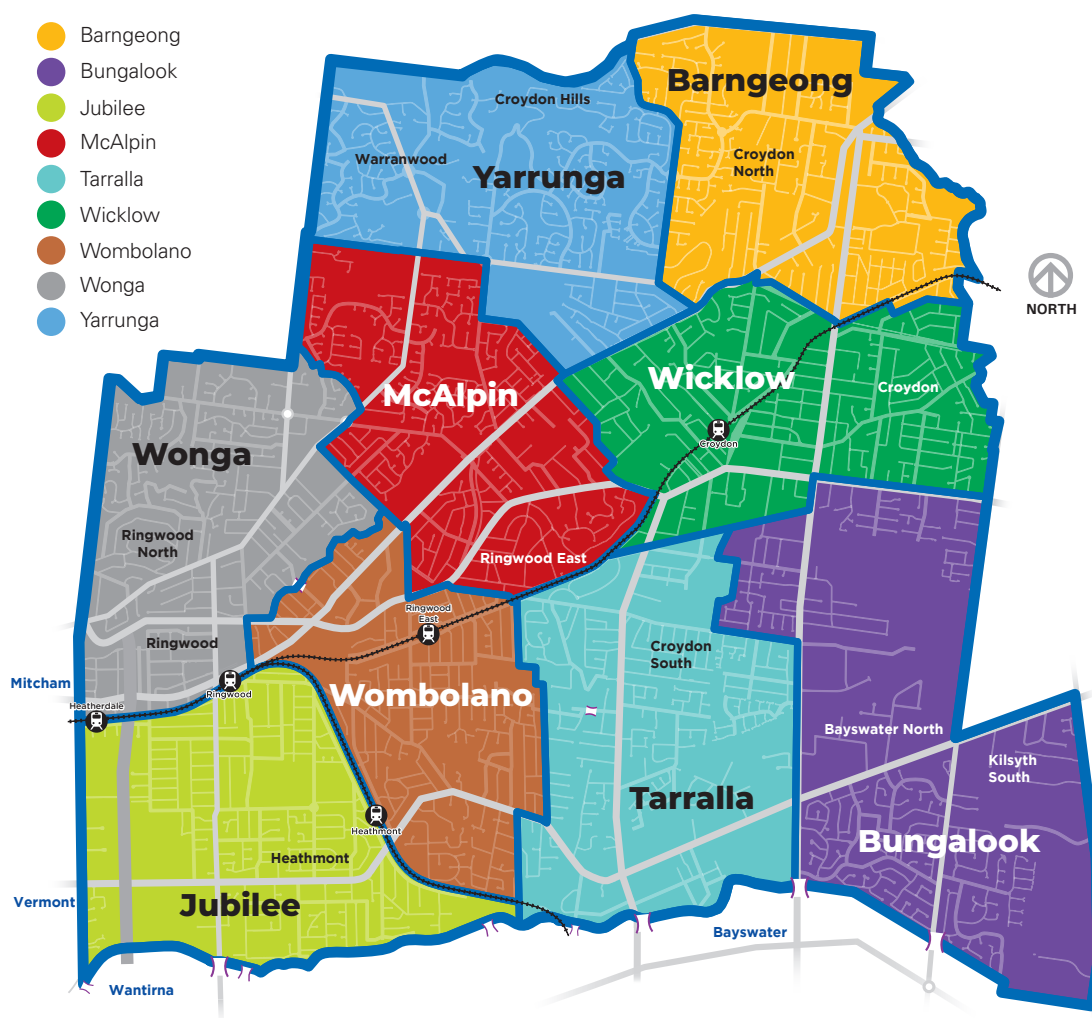
Our Councillors and wards

The municipality has nine wards: Barngeong, Bungalook, Jubilee, McAlpin, Tarralla, Wicklow, Wonga, Wombolano 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 as:

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



Barnegeong Ward**Cr Marijke Graham**

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Bungalook Ward**Cr Tony Dib OAM JP**

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Jubilee Ward**Cr Mike Symon**

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McAlpin Ward**Cr Suzy Stojanovic**

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suzanne.stojanovic@maroondah.vic.gov.au

Tarralla Ward**Cr Paul Macdonald**

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Wicklow Ward**Cr Tasa Damante (Deputy Mayor)**

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Wombolano Ward**Cr Kylie Spears**

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kylie.spears@maroondah.vic.gov.au

Wonga Ward**Cr Linda Hancock**

Mobile: 0473 194 871
linda.hancock@maroondah.vic.gov.au

Yarrunga Ward**Cr Rob Steane (Mayor)**

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

An open invitation

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

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

Council Plan 2021-2025

Councillor representation

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

Council led bodies/advisory groups have been initiated by Council and are serviced administratively. They typically consider in-depth issues that are related to Council policy or activities. Their primary purpose is to advise Council on various issues.

External bodies, where Council participates, are outside the control of Council as they operate under their own charter and determine their own procedures, policies and practices. These external bodies may be at a local, regional, state or national level.

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

Council committees

Council committee	Council representatives
Maroondah Access, Inclusion and Equity Advisory Committee	Cr Graham, Cr Spears and Cr Stojanovic
Maroondah Arts Advisory Committee	Cr Macdonald, Cr Stojanovic and Cr Symon
Maroondah Audit and Risk Committee	The Mayor of the Day and Cr Symon Substitute representative, Cr Spears
Maroondah Business Advisory Committee	Cr Damante, Cr Spears and Cr Steane
Maroondah Community Health and Wellbeing Committee	Cr Damante and Cr Dib
Maroondah Disability Advisory Committee	Cr Dib, Cr Spears and Cr Hancock
Maroondah Environment Advisory Committee	Cr Graham, Cr Macdonald and Cr Stojanovic
Maroondah Liveability, Safety and Amenities Committee	Cr Damante, Cr Hancock and Cr Steane

External committees

External committee	Council representatives
Maroondah – Communities of Wellbeing Steering Committee	Cr Graham, Cr Macdonald and Cr Stojanovic
Eastern Regional Group – Mayors and CEO's	The Mayor of the day, the Deputy Mayor, the Chief Executive Officer Substitute representative, Cr Symon
Eastern Affordable Housing Alliance	Cr Macdonald Substitute representative, Cr Stojanovic
Eastern Alliance for Greenhouse Action	Cr Stojanovic Substitute representative, Cr Graham
Eastern Regional Libraries Corporation	Cr Hancock and Cr Spears Substitute representative, Cr Symon
Eastern Transport Coalition	Cr Dib Substitute representative, Cr Damante
METEC (Metropolitan Training Education Centre Inc.)	Cr Hancock Substitute representative, Cr Steane
Municipal Association of Victoria State Council	Cr Symon Substitute representative, Cr Spears
Victorian Local Government Women's Charter	Cr Damante, Cr Graham, Cr Hancock, Cr Spears, Cr Stojanovic and Director People & Places

Council Plan 2021-2025

The Council organisation

Maroondah City Council is led by the Chief Executive Officer, Chief Financial Officer, and three Directors who form the Corporate Management Team (CMT). CMT meets on a weekly basis to oversee and manage the operations of Council, discuss forthcoming Council agendas and 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 the Executive Office, Service Area Managers and employees with specialist skills to develop, implement, manage and deliver the operational, service and administrative activities required to meet the needs and expectations of the community.

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

Performance and values

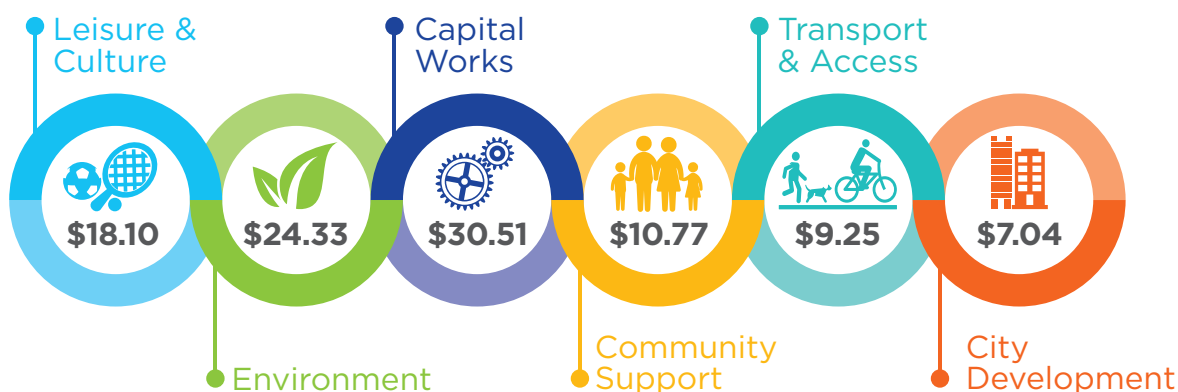
Councillors review the performance of the Chief Executive Officer, while the Chief Executive Officer reviews the performance of the Chief Financial Officer, Directors, Service Area Managers and Senior Executive. Employee activities are strongly guided by Council's six values:

- Accountable
- Supportive
- Perform
- Inclusive
- Respected
- Excellence.

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

Your rates and charges at work

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



Council's organisational structure

The following organisation chart details the structure of Maroondah City Council as at 30 June 2023.



Council Plan 2021-2025

Organisational Vision

We will foster a prosperous, healthy and sustainable community.

Our Mission

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

Our Enablers

- **OUR PEOPLE** are adaptable, capable, positive and engaged.
- **OUR SERVICE** is people-focused, proactive, integrated and responsive.
- **OUR APPROACH** is collaborative, strategic, sustainable and best practice.

Our Values

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



Croydon Memorial Pool

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 in order to meet the aspirations, needs and expectations of the Maroondah community.

Maroondah 2040 - Our future together and the *Council Plan 2021-2025*, along with associated legislation and regulatory requirements provide the direction for Council strategy, policies, plans and service delivery.

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

The Framework includes a number of other key planning documents: Financial Plan, Asset Plan, Revenue and Rating Plan, Service Delivery Plans and Budget; as well as a range of supporting plans, strategies and policies adopted by Council.

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



Council Plan 2021-2025



Maroondah 2040

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

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

Under each of these outcome areas, 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 has recently undertaken a review of *Maroondah 2040 - Our future together* in consultation with the Maroondah community. The refreshed Community Vision was adopted in June 2021.



Council Plan

From *Maroondah 2040 - Our future together* evolves a four-year Council Plan that establishes Council's medium-term key directions (strategies) to deliver on the outcomes identified within the vision. The Council Plan outlines the role of Council in delivering on *Maroondah 2040 - Our future together*.

The Maroondah community participates in a deliberative engagement process which informs the draft Council Plan. The community is further invited to provide feedback on the draft Council Plan before Council adopts it.

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 four-year period.

Other major plans

In addition to *Maroondah 2040 - Our future together* and the *Council Plan 2021-2025*, there are a range of other strategic documents that have a significant influence on Council service delivery and the Maroondah community.

These include:

- **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 of the planning scheme.
- **Municipal Public Health and Wellbeing Plan** – provides directions and guidelines for working towards the improved health and wellbeing of the Maroondah community. In Maroondah, this Plan is incorporated within the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*.
- **Municipal Emergency Management Plan** – addresses the prevention of, response to and recovery from emergencies within the municipality of Maroondah.

There are also many other strategies and plans that contribute to the delivery of outcomes and key directions within *Maroondah 2040 - Our future together* and the *Council Plan 2021-2025*.

Service Delivery Plans

Maroondah 2040 - Our future together, *Council Plan 2021-2025*, Financial Plan and Asset Plan set the direction for detailed service delivery plans across each of Council's service areas. These plans are reviewed annually to meet community needs and expectations.

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 2021-2025* for each of the eight outcome areas.

Key Principles

Effective and accountable governance

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.

Human rights approach

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 and Responsibilities*. Council aims to ensure that it pursues a human rights approach across all areas of Council activity.

Manage and minimise risk

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

Council Plan 2021-2025

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 *Local Government Act 2020* 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*.

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 (2(g)) 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.

Our vision for the future

How this section works

The *Council Plan 2021-2025* evolves from *Maroondah 2040 - Our future together*, both of which have been informed by extensive community consultation and engagement.

The overarching Community Vision sets the strategic direction of Council and the eight future outcomes define the strategic objectives. Each future outcome has a vision statement, as well as a set of key directions, priority actions, and indicators. Relevant supporting policies, strategies and plans, and core Council services are also identified. Activities linked to the key directions and priority actions are reported in Council's Annual Report, along with progress against indicators.



Council Plan 2021-2025

What our community said

The *Council Plan 2021-2025* evolves from *Maroondah 2040 - Our future together*. Broad engagement was undertaken in both the development, and recent interim review, of the Maroondah 2040 Community Vision. This engagement included surveys, forums, workshops and events with community members, stakeholders, advisory committees and employees.

The *Council Plan 2021-2025* has also been informed by the outcomes of engagement undertaken for the *Maroondah COVID-19 Recovery Plan*, including over 3,000 community survey responses; and broad scale engagement for the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031* during 2019 and 2020.

Deliberative engagement

Under the *Local Government Act 2020*, Council is required to prepare the *Council Plan 2021-2025* in accordance with its deliberative engagement practices. In early 2021, over a period of six weeks and 10 sessions, a panel of 40 community members came together to deliberate on the topics of health and wellbeing; liveable communities; environment; and assets. The inputs and recommendations from this panel have informed the *Council Plan 2021-2025*, and will also inform a range of Council's future strategic work, projects and service delivery.

Health and wellbeing

Our community values the importance of physical, social and emotional wellbeing. Health and wellbeing services, programs, events, facilities and resources provided by Council, and its partners, are highly regarded. Panel members expressed a need to raise awareness of these offerings within the Maroondah community.

There is a growing awareness of mental wellbeing and a desire for Council to work with its partners to deliver programs and events that build the resilience of the Maroondah community and proactively respond to the growing mental health challenge.

There is also a desire for Council to play a key role in strengthening the sense of community in Maroondah and facilitating opportunities for community members to build relationships and connections. Panel members would like to see Council promote opportunities for community involvement; to create opportunities for volunteers; and support local volunteer-led organisations.

Liveable communities

Our community values liveability, and panel members were highly supportive of the development of local neighbourhoods within Maroondah. They would like Council to activate smaller neighbourhood, community and local shopping centres, enabling more local business and employment opportunities, as well as places for social connection. There is also a strong desire to retain neighbourhood character and enhance Maroondah's natural environment.

Community members are well aware of the challenges impacting the future liveability of Maroondah including the shift towards higher density living; an ageing population; continuing population growth; and the provision of affordable housing. Panel members encouraged Council to consider a regional approach in addressing these challenges, as well as championing change and reducing barriers to community-led initiatives.

Our community would like to engage with Council on decisions within their local area. Panel members encouraged Council to consider a range of mechanisms - both formal and informal - as well as ensuring Council engages with community members with lived experience.

Environment

Our community values the unique leafy natural environment of Maroondah. There is a strong desire to protect and enhance green open space, native vegetation and bushland reserves, especially as housing density increases. Our community would like more trees planted and better protection of existing ones. Panel members strongly supported improving habitat corridors and increasing biodiversity in Maroondah and recognised the role that the natural environment plays in promoting economic and community wellbeing.

Our community would like climate change and biodiversity to be key considerations in Council decision-making. The community is looking for Council to provide education on how to mitigate and adapt to climate change and would like Council to creatively and innovatively use spaces to enhance the natural environment.

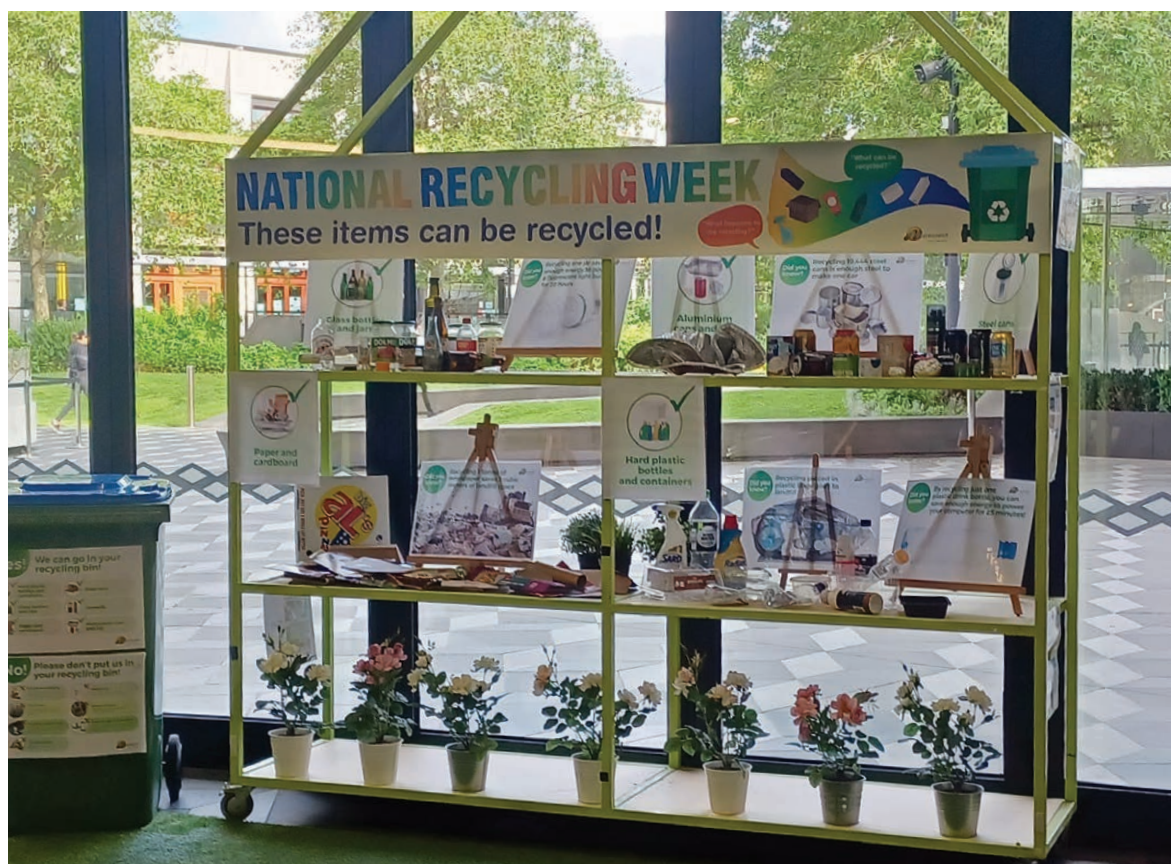
Panel members would like to ensure the community are actively involved in protecting and enhancing the Maroondah environment through tree planting, clean up days and sharing of ideas to reduce, reuse and recycle.

Assets

Our community values the assets and services provided by Council. Panel members acknowledged the breadth of assets that Council is responsible for providing and maintaining for the Maroondah community.

Our community understands that Council must make asset management decisions. In making future decisions, panel members encouraged Council to consider alignment with the Maroondah 2040 Community Vision; safety; impact on the greatest number of community members; and future cost (if action is not taken now) when making decisions about assets. They also expressed a desire for infrastructure to keep pace with population growth.

Our community would like to have an ongoing role in informing asset management decisions for Maroondah into the future.



Council Plan 2021-2025

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

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



Safe, healthy and active

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.



Accessible and connected

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



Prosperous and learning

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.



Attractive, thriving and well built

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.



Vibrant and culturally rich

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



Inclusive and diverse

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.



Clean, green and sustainable

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



Well governed and empowered

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.

Council Plan 2021-2025



2022 Run Maroondah



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.

Key Directions

A safe community

- 1.1 Work in partnership to address community safety and implement initiatives aimed at improving the actual and perceived safety of the 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 alcohol, tobacco and other drugs
- 1.4 Advocate and work in partnership on initiatives to minimise gambling related harm
- 1.5 Advocate and support initiatives for the prevention of violence against women, children, seniors, and vulnerable community members

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
- 1.7 Work in partnership to develop integrated health, leisure and community service hubs that support the needs of community members of all ages, abilities and backgrounds
- 1.8 Work in partnership to address and promote awareness of mental health and embrace a prevention focus that builds the resilience of the community
- 1.9 Promote community wellbeing by supporting and empowering local community groups, sporting clubs and special interest groups across Maroondah

- 1.10 Work in partnership to implement a preventative approach to addressing chronic and communicable diseases, public health and food safety
- 1.11 Advocate and support the establishment and growth of an integrated regional health precinct with increased provision of primary, allied and specialist treatment services and facilities
- 1.12 Work in partnership with local communities to enhance food security and healthy eating

An active community

- 1.13 Promote physical activity by supporting education initiatives and providing a diverse range of accessible active and passive open spaces, state of the art sporting precincts and integrated recreation facilities
- 1.14 Work in partnership to increase opportunities and create welcoming, supportive and accessible environments for all community members to undertake physical activity

Council Plan Indicators

Community indicators of progress

- Percentage of Maroondah residents who agree that they feel safe when walking alone at night
- Offence rate per 100,000 population in Maroondah
- Percentage of Maroondah residents reporting their health as very good or excellent
- Subjective Wellbeing Index for Maroondah residents
- Maroondah resident satisfaction with life as a whole
- Percentage of Maroondah residents who are sufficiently physically active

Service delivery performance measures

- Attendance at Council aquatic and leisure facilities as a proportion of the residential population
- Delivered meals
- Participation in 4-week key age and stage Maternal and Child Health visit
- Site assessments/visitations to registered food/health premises
- Community satisfaction with enforcement of local laws
- Community satisfaction with emergency and disaster management

Supporting policies, strategies and plans

- *Children and Families Strategy*
- *Domestic Animal Management Plan 2021-2025*
- *Equally Active Policy*
- *Equally Active Strategy 2019*
- *Health and Wellbeing Action Plan 2021-2023*
- *Maroondah Extreme Sports Strategy*
- *Maroondah Gambling Policy 2018*
- *Maroondah Golf Strategy 2020-2030*
- *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*
- *Maroondah Tennis Strategy*
- *Melbourne East Regional Sport and Recreation Strategy 2022-2023*
- *Open Space Policy*
- *Open Space Strategy 2016*
- *Physical Activity Strategy* (under review)
- *Youth Strategy*

Council Plan 2021-2025



A safe, healthy and active community

Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Implement the <i>Maroondah COVID-19 Recovery Plan</i>	•			
Design and construct a dog park in Ringwood North	•	•		
Design and construct sporting infrastructure upgrades at: <ul style="list-style-type: none"> Jubilee Park (regional cricket hub), Ringwood Proclamation Park, Ringwood Springfield Park, Croydon Cheong Park, Croydon South Ainslie Park, Croydon Dorset Recreation Reserve, Croydon Silcock Reserve, Croydon JW Manson Reserve, Wantirna 	•	•		
Ongoing or new				
Review, update and implement Council's Physical Activity Strategy; and develop and implement a Stadium Sport Strategy	•	•	•	•*
Finalise and implement the <i>Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031</i> [^] (including the <i>Health and Wellbeing Action Plan</i> and <i>Positive Ageing Framework and Action Plan 2021-2025</i>) in accordance with the <i>Public Health and Wellbeing Act 2008</i>	•	•	•	•*
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	•	•	•	•*
Continue to monitor the social and economic impacts of the COVID-19 pandemic and provide responses aligned to community needs		•	•	•
Work in partnership with the Victorian Government to support the construction of a new hospital in Maroondah to ensure the location and construction maximises community benefit			•	•*

[^] denotes action incorporates the Municipal Public Health and Wellbeing Plan;

•* denotes an action that extends beyond the 2024-25 timeframe

Core services

Community Health (Community Safety)

Community Health works to achieve a healthy and safe community through education and prevention programs, while initiating regulatory intervention where there is a risk to the health, wellbeing and/or safety of the Maroondah community.

A broad range of proactive and reactive activities and services are undertaken including: registration and assessment of food and health businesses; statutory food and water sampling; communicable disease investigations; preventative health services; immunisation service (including flu program); and general health promotion and education activities.

Emergency Management (Community Safety)

Emergency Management facilitates Council's planning and readiness to mitigate, respond to and recover from emergencies within Maroondah, and the surrounding Eastern region (in partnership with neighbouring councils). The function plays a significant role in Council's response to the COVID-19 pandemic in coordination, relief and recovery planning.

Leisure and Aquatics (Leisure and Major Facilities)

Leisure and Aquatics operates Council's three aquatic and leisure facilities - Aquanation, Aquahub and Croydon Memorial Pool. It provides a wide range of activities and programs at affordable prices, to ensure that the Maroondah community, and visitors to the region, have the opportunity to access healthy lifestyle options. The Maroondah Leisure Sales and Membership team works in conjunction with Leisure and Aquatics and Communications and Engagement in acquiring new perpetual members, as well as the management of existing Maroondah Leisure members.

Local Laws (Community Safety)

Local Laws provides a broad range of services to maintain and improve the amenity and safety of the Maroondah municipality. Services include: registration and management of domestic animals; ensuring the management of safe and accessible car parking; protection of resident and business amenity and safety; fire prevention; and managing Maroondah's 76 school crossings.

Maroondah Golf and Sportsfields (Leisure and Major Facilities)

Maroondah Golf and Sportsfields operates Council's two 18-hole golf courses - Ringwood Golf and Dorest Golf - providing the community with a complete golfing experience. The function also provides maintenance and capital development of Council's sportsfields within the municipality.

Maternal and Child Health (Community Services)

Maternal and Child Health (MCH) 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, wellbeing and safety, social supports, referrals and links with communities.

The MCH service offers parent education programs, a breast-feeding support program, sleep and settling workshops, and support groups for parents experiencing depression and anxiety, relationship and attachment issues with their babies, and has strong partnerships with specialist services to provide opportunities for families to be referred to community specialists.

The MCH service also provides an Enhanced Home Visiting MCH Program for vulnerable families and a Supported Playgroup Program which supports the development and wellbeing of both parents and children where families have particular vulnerabilities or needs.

Sport, Recreation and Events (Leisure and Major Facilities)

Sport, Recreation and Events supports and encourages increased community involvement in physical activity by coordinating the delivery of programs, activities and events such as Run Maroondah and the Walking Sports program. The function also seeks to maximise community-based physical activity by supporting club capacity and improving infrastructure; as well as managing occupancy of Council's sporting facilities and pavilions including seasonal allocations, leases, licences and casual use. Additionally, Sport, Recreation and Events manages Council's community events, including Maroondah Festival, Maroondah Carols, Australia Day, and the Celebrate Maroondah series.

Stadiums (Leisure and Major Facilities)

This team operates Council's two stadium facilities. The Rings is a four-court indoor stadium in Ringwood mainly catering for basketball and netball. Maroondah Nets caters for netball, volleyball, badminton, table tennis and pickleball, with both indoor and outdoor facilities. Both facilities offer a range of junior and adult competitions and programs as well as holiday programs and casual hire. The team also operates Maroondah Edge, a new five-lane indoor cricket training centre and regional women's centre of excellence for cricket at Jubilee Park in Ringwood.



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.

Key Directions

A prosperous community

- 2.1 Advocate and promote key business opportunities and the competitive strengths of Maroondah and the outer eastern region
- 2.2 Work in partnership to promote the diversification and mobilisation of Maroondah's economy to enable local employment opportunities for people of all ages, abilities and backgrounds
- 2.3 Promote and leverage the strategic location and unique roles of the Ringwood Metropolitan Activity Centre, the Croydon Activity Centre and the Bayswater Business Precinct
- 2.4 Advance business development and support for small and medium business enterprises through facilitating partnerships, collaboration, peer support, mentoring, training, and knowledge sharing
- 2.5 Establish and enhance business resource hubs to empower local business, encourage innovation and support alternative modes of employment
- 2.6 Embrace a place-based approach to the revitalisation, activation and promotion of neighbourhood activity centres that enhance opportunities for local business, access to services and places for social interaction
- 2.7 Facilitate the enhancement and revitalisation of industrial and commercial precincts across Maroondah
- 2.8 Promote increased business investment in targeted industries, including advanced manufacturing and knowledge economy sectors
- 2.9 Advocate and encourage community and business participation in the digital economy
- 2.10 Broker community to government to business partnerships to promote investment, facilitate regional service delivery and foster corporate social responsibility

A learning community

- 2.11 Facilitate and encourage the provision of positive learning environments, life-long learning opportunities and employment pathways for all ages, abilities and backgrounds
- 2.12 Advocate for accessible and affordable education and childcare in Maroondah that responds to local needs and enhances individual wellbeing
- 2.13 Broker community to government to business partnerships to address changes to the local economy, underemployment and unemployment
- 2.14 Promote connections between education providers, businesses and the broader community to support employment pathways, intergenerational connections and knowledge transfer
- 2.15 Advocate for and encourage increased access to and participation in tertiary education

Council Plan Indicators**Community indicators of progress**

- Unemployment rate for Maroondah
- Economic output for Maroondah
- Number of businesses in Maroondah

- Herfindahl Index for Maroondah
- Median weekly household income in Maroondah
- Percentage of preschool aged children in Maroondah attending a government funded kindergarten service
- Maroondah school leavers actively undertaking education, training or employment
- Percentage of Maroondah residents with Bachelor or higher degree

Service delivery performance measures

- Participant satisfaction with Bizhub workshops
- Increase in business skills and networking achieved through Bizweek activities
- Active library borrowers in Maroondah
- Value of non-residential building approvals

Supporting policies, strategies and plans

- *Bayswater Business Precinct Transformation Strategy*
- *Maroondah Business Development Strategy* (under review)
- *Melbourne East 2020 Regional Plan*
- *Ringwood Metropolitan Activity Centre Masterplan*
- *Street Activities Policy*

*Maroondah Business Excellence Awards*

Council Plan 2021-2025



A prosperous and learning community

Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Facilitate co-working opportunities and spaces in Maroondah	•	•		
Ongoing or new				
Advance planning to reinforce the sense of place and local neighbourhoods to enable people the choice to live local through the provision of services and daily needs from across a network of neighbourhoods within Maroondah	•	•	•	•*
Work in partnership to implement the <i>Bayswater Business Precinct Transformation Strategy</i> and investigate and implement innovative opportunities to enhance business capability, skill development, employment and education pathways for the manufacturing sector	•	•	•	•*
Work in partnership to plan for and support the Victorian Government three and four year old kindergarten reforms, including advocating for funding at all levels of Government for new and redeveloped facilities to enable these reforms in Maroondah	•	•	•	•*
Implement the Ringwood Metropolitan Activity Centre Master Plan including enhancing the Maroondah Highway boulevard and Staley Gardens			•	•
Successfully transition the Eastern Regional Libraries service to a Beneficial Enterprise Model			•	•

•* denotes an action that extends beyond the 2024-25 timeframe

Core services

Business and Activity Centre Development (Business and Precincts)

Business and Activity Centre Development is responsible for facilitating business development, investment attraction and local employment opportunities in Maroondah. The function manages relationships between Council and the business community; oversees investment attraction; and manages place activation and development of the Ringwood Metropolitan Activity Centre; Croydon Major Activity Centre and Maroondah's 31 neighbourhood, community and local shopping centres.

The functions also supports growth of the Bayswater Business Precinct (in partnership with Knox and Yara Ranges councils); and delivers a

collaborative co-working space, programs, information, training, and networking opportunities for businesses throughout Maroondah and the Eastern region.

Libraries (Community Services)

Council provides two library facilities – one at Realm in Ringwood and one at Civic Square in Croydon. The libraries are managed by the Eastern Regional Libraries Corporation on behalf of Council and provide a range of services including book borrowing, e-reading loans, computer and internet access, children's and young people's programs, genealogy programs and outreach services.

Freshly brewed coffee in Ringwood



Council Plan 2021-2025



Backyard public art tour at Ringwood



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.

Key Directions

A vibrant and culturally rich community

- 3.1 Promote innovative, contemporary and socially engaged arts practice and encourage artistic expression and community participation in the arts
- 3.2 Create opportunities for artists to curate their work, and program a diverse range of art experiences, catering to all ages, abilities and backgrounds
- 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
- 3.5 Broker partnerships and relationships to better connect and increase the profile of local artists, local businesses and the broader community
- 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
- 3.8 Facilitate the establishment and enhancement of vibrant dining, entertainment and cultural precincts in activity centres and neighbourhood centres across Maroondah

Council Plan Indicators

Community indicators of progress

- Visitors to the Ringwood arts precinct (ArtSpace at Realm, Maroondah Federation Estate) and Wyreena
- Participants in arts and culture activities in the Ringwood arts precinct and Wyreena
- Individual Maroondah artists/arts and cultural groups supported to produce and present their work
- Local artists/community members participating in arts networks and related events

Service delivery performance measures

- Attendance at Karralyka
- Arts and Cultural Grants Program recipients
- Community satisfaction with community and cultural activities

Supporting policies, strategies and plans

- *Maroondah Arts and Cultural Development Strategy 2020-2025*
- *Maroondah Public Art Policy 2015*



What I wish I told you exhibition, ArtSpace at Realm

Council Plan 2021-2025



A vibrant and culturally rich community

Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Deliver Local Neighbourhood place activation projects in the Croydon South local activity centre and Ringwood East neighbourhood activity centre	•			
Ongoing or new				
Design the Karralyka redevelopment, and undertake staged redevelopment works	•	•	•	•
Implement the <i>Arts and Cultural Development Strategy 2020-2025</i> and work with the Maroondah Arts Advisory Committee to maximise arts and cultural opportunities across Maroondah	•	•	•	•*

•* denotes an action that extends beyond the 2024-25 timeframe

Core services

Arts and Culture (Business and Precincts)

Arts and Culture delivers a range of facilities, programs and services at Maroondah arts and culture venues – ArtSpace at Realm, the Ringwood arts precinct, Wyreena Community Arts Centre in Croydon, Maroondah Federation Estate Gallery, and the Maroondah City Council Art Collection; as well as the Public Art Collection which is sited across Maroondah.

The function also supports local artists, creative industry professionals, community and cultural groups through capacity building, skills development, and networking opportunities, in addition to financial support through the Arts and Cultural Grants program.

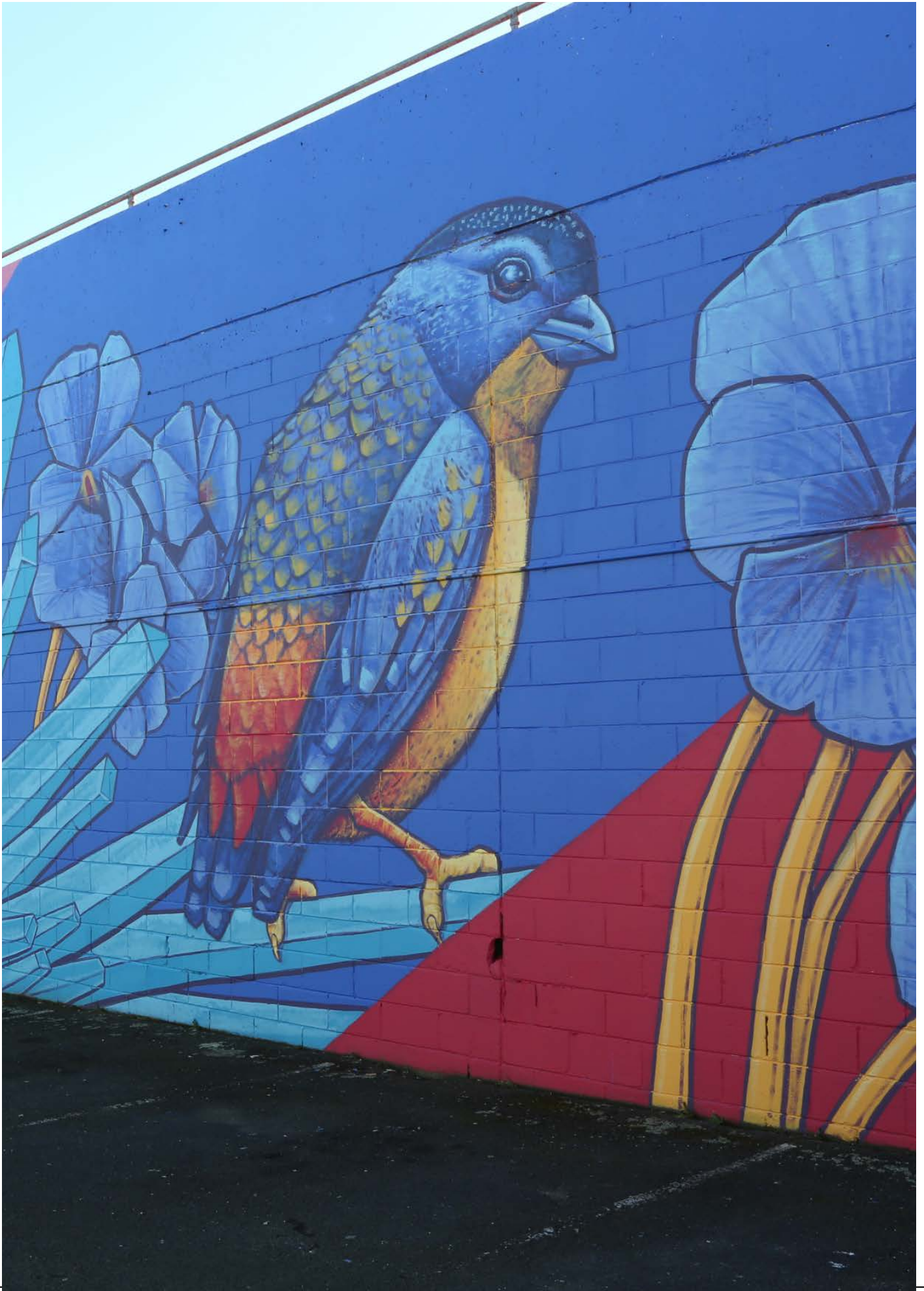
Additionally, the function provides cultural planning advice and expertise across Council, which contributes to creative placemaking and the appreciation of cultural heritage, and embeds the value of the arts and creativity for wellbeing and quality of life across social, environmental and economic domains.

Karralyka, Maroondah Federation Estate and Maroondah community halls (Business and Precincts)

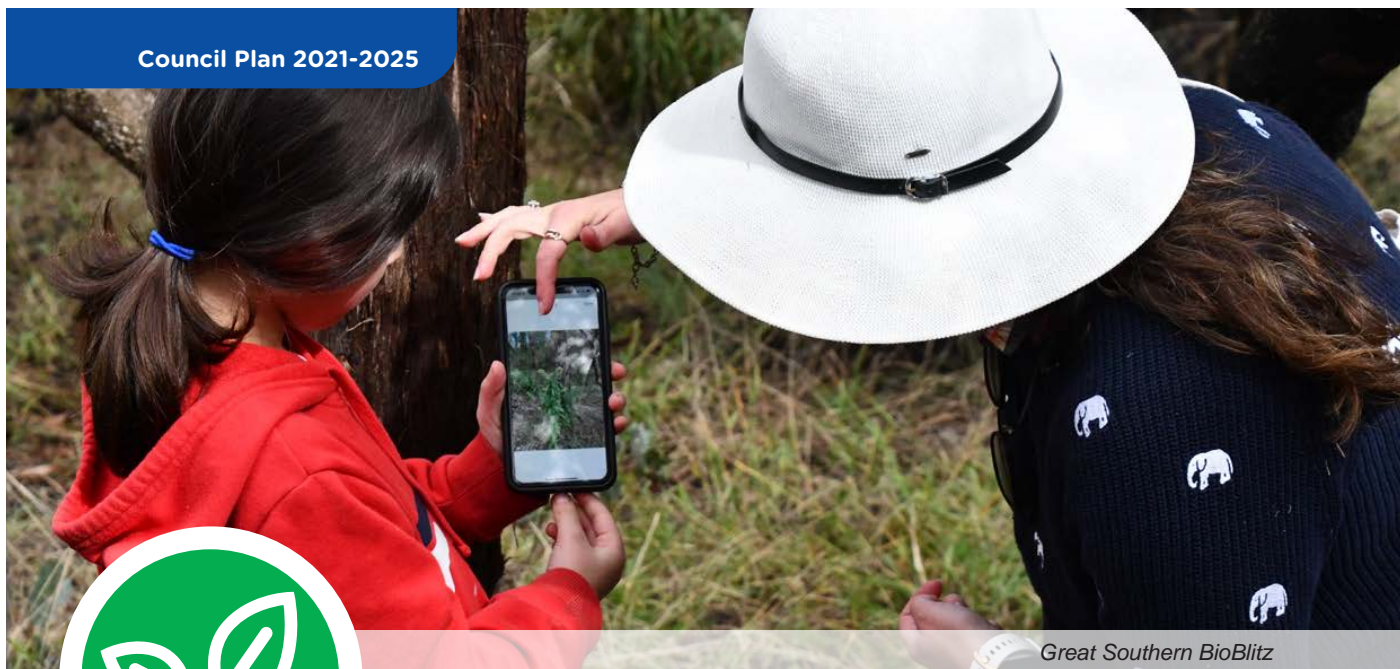
Karralyka, is Council's premier theatre and function centre - a 428 seat theatre and flexible function venue with a total capacity for 550 seated guests. Karralyka's kitchen facilities are also used to prepare delivered meals for Maroondah and Knox Council's aged and disability service.

The function also oversees the management and booking of Maroondah Federation Estate and eight Maroondah community halls.

Hayden Dewar *Time and Place 2022*, Maroondah Highway Ringwood



Council Plan 2021-2025



Great Southern BioBlitz

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.

Key Directions

A clean community

- 4.1 Create and foster a culture within our community that is committed to the sustainable use of natural resources
- 4.2 Provide leadership and build community capacity to reuse, recycle and repurpose resources to minimise consumption and waste
- 4.3 Work in partnership to ensure the long-term protection and renaturalisation of Maroondah's creeks and wetlands to improve water quality; streamflow; habitat connectivity and function; and adjacent surroundings

A green community

- 4.4 Create and foster a culture within our community that is committed to protecting and enhancing the unique features of Maroondah's landscape, including our ridgelines, waterways, canopy vegetation, green open space and bushland reserves
- 4.5 Preserve and enhance Maroondah's parklands, bushlands, gardens, canopy vegetation and open spaces

- 4.6 Work in partnership to protect and restore biodiversity and habitat corridors for local plants and animals
- 4.7 Plan for increased vegetation and green spaces within activity centres and major development sites to link the built environment to the natural landscape and better connect people to nature

A sustainable community

- 4.8 Mitigate and adapt to the risk, effects and impacts of climate change and be responsive and adaptive to new environmental opportunities and threats as they occur
- 4.9 Strive to become a carbon neutral council and build the capacity of our community to make more sustainable choices
- 4.10 Work in partnership to reduce Maroondah's greenhouse gas emissions and improve air quality
- 4.11 Work in partnership to promote a regionally-sourced healthy food system by encouraging thriving volunteer led community gardens and sustainably grown local produce

Council Plan Indicators

Community indicators of progress

- Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill
- Maroondah's tree canopy cover
- Total area of natural habitat in Maroondah
- Council's greenhouse gas emissions
- Community perception of Council's performance in relation to environmental sustainability

Service delivery performance measures

- Tree planting within Maroondah (bushland, street and parks trees only)
- Understory and grasses plantings within Maroondah
- Potable water consumption
- Community satisfaction with waste management

Supporting policies, strategies and plans

- *Carbon Neutral Strategy and Action Plan 2014/15-2020/21* (under review)
- *Climate Change Risk and Adaptation Strategy 2018/19-2021/22* (under review)
- *Domestic Wastewater Management Strategy 2022-2024*
- *Environmentally Sustainable Design Policy for Council Buildings and Infrastructure*
- *Maroondah Vegetation Strategy 2020-2030*
- *Sustainability Strategy 2021-2030*
- *Waste, Litter and Resource Recovery Strategy 2020-2030*
- *Water Sensitive City Action Plan*
- *Water Sensitive City Strategy*



Roll out of the new waste fleet

Council Plan 2021-2025



A clean, green and sustainable community

Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Implement Council's <i>Environmentally Sustainable Design Local Planning Policy</i> into the Maroondah Planning Scheme	•			
Ongoing or new				
Work in partnership to deliver the staged implementation of the Reimagining Tarralla Creek project	•	•	•	•*
Implement Council's <i>Sustainability Strategy 2022-2031</i> , including development of a Climate Change Plan integrating carbon reduction and climate adaptation measures	•	•	•	•*
Develop and implement Council's <i>Waste, Litter and Resource Recovery Strategy 2020-2030</i>	•	•	•	•*
Prepare and implement a series of Biolink Action Plans that implement the Maroondah Habitat Connectivity Study	•	•	•	•*
Implement a streetscape enhancement program, including a significant increase in tree planting	•	•	•	•*

•* denotes an action that extends beyond the 2024-25 timeframe

Core services

Bushland Management (Operations)

Bushland Management is responsible for the care of 44 bushland reserves including: proactively supporting, conserving and enhancing biodiversity; promoting effective regeneration in sites of biological significance; fauna/flora conservation; indigenous planting programs; wetland vegetation management; weed control; path maintenance; friends/community group assistance; and maintaining appropriate fire breaks.

The function also maintains water sensitive urban design elements and waterways that are under Council management.

Park Maintenance (Operations)

Park Maintenance maintains Council managed parks, gardens and open space areas including: proactive and reactive maintenance of landscaped areas; grass mowing; gardening; shopping/business strip maintenance; and programmed tree planting in parks and reserve gardens.

The function 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 all of Council's tree assets (street trees and trees within parks and reserves) including: proactive tree inspections; remedial tree work and reactive inspections in response to customer requests or storm events; programmed tree planting; and power-line clearance management.

Waste Management (Finance and Commercial)

Waste Management provides residential and commercial waste services to the Maroondah community including weekly garbage collection, fortnightly recyclables and garden organics collection and a twice yearly on call hard waste collection, as well as public recycling bins, street litter bins, parks and reserves bins, and Council facility bins.

The function also manages the contracts for kerbside collection, receipt and sorting, green organics, and land fill collection, as well as providing school and community waste education programs, and strategic planning to meet future waste management needs.

A key priority for the function is the implementation of Council's 10-year *Waste, Litter and Resource Recovery Strategy*.



Responding to the challenges of climate change

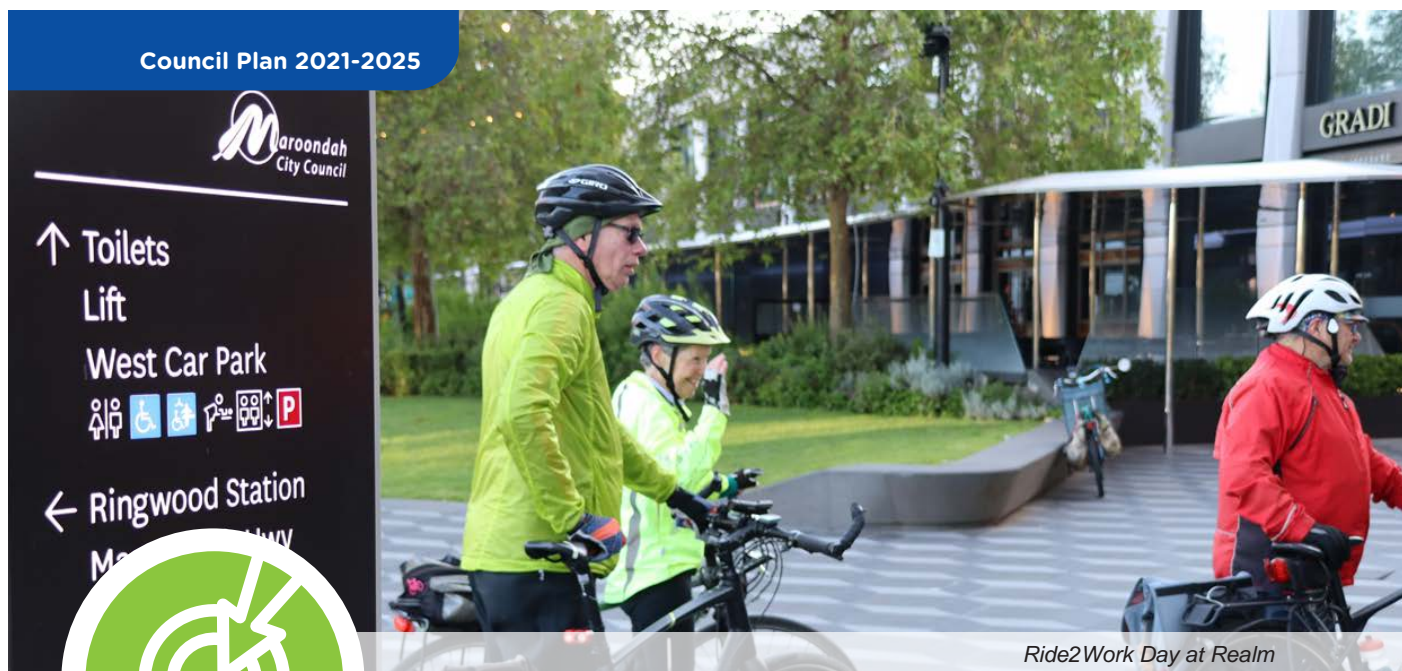
Council has been certified Carbon Neutral by Climate Active for its operations as a public statutory body. To achieve this certification, significant work was undertaken across all operational areas by implementing energy efficient initiatives and embracing clean energy solutions to create a better and more climate-resilient community. This certification provides a basis for continuous improvement and drives future actions across the municipality.

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. This low-carbon approach provides the additional benefits of reducing expenditure and maintenance costs, infrastructure improvements, addressing oil depletion, and the co-benefits of carbon reductions in regard to health and other environmental issues.

As a result, Council's operational greenhouse gas emissions have been reduced by more than 4,000 tonnes CO₂-e annually.

For unavoidable greenhouse gas emissions, Council has taken responsibility by investing in carbon offset projects that reduce or remove emissions from the atmosphere. Council's carbon offset strategy involves a mix of international and Australian renewable and natural capital offset credits. The selected projects not only offset unavoidable carbon emissions but also provide socioeconomic and environmental benefits to communities.

To create a more climate-resilient municipality and reduce greenhouse gas emissions, Council will continue an integrated approach with low-carbon considerations at the heart of the decision-making process.



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.

Key Directions

An accessible community

- 5.1 Ensure community infrastructure, services and events are accessible for people of all ages, abilities and backgrounds
- 5.2 Apply universal design principles to create a built environment that strengthens the inclusiveness and accessibility of our local neighbourhoods, activity centres, facilities and services
- 5.3 Encourage initiatives that raise the awareness of accessibility needs for all ages, abilities and backgrounds
- 5.4 Work in partnership to integrate new technologies into facilities and programs that improve accessibility

A connected community

- 5.5 Work in partnership to facilitate a safe, accessible and efficient integrated transport network that enhances liveability and facilitates living locally
- 5.6 Work in partnership to facilitate increased use of sustainable and active transport modes within the community
- 5.7 Advocate and work in partnership to enhance Maroondah's road network, including planning for increased automated vehicles and emerging transportation technologies
- 5.8 Enhance Maroondah's walking and cycling shared path network to promote walkability and strengthen connections with the wider metropolitan Melbourne network
- 5.9 Advocate for an integrated public transport network with improved connectivity, capacity and service frequency

Council Plan Indicators

Community indicators of progress

- Percentage of households/dwellings that are within 200 metres of a bicycle facility and/or 400 metres of a bus and/or 800 metres of a train station
- Daily average commute time of a Maroondah resident
- Daily number of public transport services operating in Maroondah
- Percentage of journeys (for all purposes) by Maroondah residents using sustainable transport (public transport, walking, cycling)
- Kilometres of bicycle lanes and shared paths in Maroondah
- Kilometres of constructed footpaths in Maroondah's Principal Pedestrian Network
- Average number of cars owned by a Maroondah household
- Average Maroondah Pavement Condition Index

Service delivery performance measures

- Sealed local roads maintained to condition standards
- Community satisfaction with local streets and footpaths
- Community satisfaction with traffic management

Supporting policies, strategies and plans

- *Maroondah City Council Road Management Plan 2021-2025*
- *Maroondah Parking Framework 2019*
- Maroondah Principal Pedestrian Network



Ringwood East Station artist impression

Council Plan 2021-2025



**An accessible and
connected community**

Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Design and construct an activity centre carpark in Croydon	•			
Ongoing or new				
Work in partnership with the Victorian Government to implement road improvement works at: <ul style="list-style-type: none"> • New Street, Ringwood • Reilly Street and Wantirna Road, Ringwood • Eastfield Road, Ringwood East • Plymouth Road and Kirtain Drive, Croydon 	•	•	•	
Undertake carpark improvement works at: <ul style="list-style-type: none"> • McAlpin Reserve, Ringwood North • Dorset Recreation Reserve, Croydon 				
Design and construct an activity centre carpark in Ringwood	•	•	•	•
Work in partnership with the Victorian Government to support the removal of level crossings at Bedford Road Ringwood; Dublin Road Ringwood East and Coolstore Road Croydon; and the construction of new stations at Ringwood East and Croydon	•	•	•	•
Advocate to the Australian and Victorian Governments for the provision of new and upgraded transportation infrastructure in Maroondah	•	•	•	•*
Work in partnership to undertake renewal works on the Mullum Mullum Creek and Colchester Road shared trails; and continue footpath construction in the Principal Pedestrian Network	•	•	•	•*

•* denotes an action that extends beyond the 2024-25 timeframe

Core services

Built Environment (Operations)

Built Environment provides proactive and reactive maintenance and construction services for Council's infrastructure assets. This includes: proactive cleansing of all drainage infrastructure within the road reserve, programmed street sweeping, reactive and proactive graffiti removal, proactive activity centre cleansing, logistical and fleet maintenance services for Council.

The function also provides the emergency/after hours call out service, and provides the seven day a week activity centre cleansing service.

Engineering Services (Engineering and Building Services)

Engineering Services provides technical expertise in areas of traffic and transportation strategic planning and advocacy including pedestrian, cycling and public transport improvements, drainage investigation and strategy including flood mitigation planning and works and integrated water outcomes, engineering development plan approvals and works inspections, and development related asset protection and infrastructure compliance.

The function also delivers the engineering related component of Council's Capital Works Program, including: project management of design consultants, tendering and contract administration, and supervision/approvals of construction works.



Yarra Road footpath works



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.

Key Directions

An attractive community

- 6.1 Work in partnership to deliver distinctive, attractive and high quality architecture through the use of urban design guidelines and principles
- 6.2 Facilitate urban design that enhances the connection between the built, natural and social environments
- 6.3 Work in partnership to pursue urban design that promotes environmental sustainability, water sensitivity, and community wellbeing

A thriving and well built community

- 6.4 Work towards a network of local neighbourhoods across Maroondah where everyone can live, work and play
- 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
- 6.6 Encourage high density development in activity centres with access to high quality facilities, services and amenities

- 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
- 6.8 Ensure the management of infrastructure and prioritisation of capital works is informed by demographic change, technological advancement, the impacts of climate change, and accessibility for all ages, abilities and backgrounds
- 6.9 Plan for and support a range of multi-use community connection hubs that are inclusive, promote social interaction, encourage lifelong learning, and provide a wide range of services
- 6.10 Facilitate a vibrant day and night time economy through development of high quality public spaces
- 6.11 Work in partnership with other catchment authorities to ensure effective stormwater management and flood mitigation across Maroondah
- 6.12 Invest in technology that improves service delivery to the community and reduces costs associated with delivering services

Council Plan Indicators

Community indicators of progress

- Public open space in Maroondah (hectares)
- Community satisfaction with the appearance of public areas
- Community satisfaction with Council's general town planning policy
- Maroondah population per hectare
- Community satisfaction with planning for population growth (future)
- RMIT Liveability Index rating (under development)
- Percentage of Maroondah residents that work in Maroondah
- Percentage of residential properties in Maroondah at risk of flooding
- Council building projects achieve minimum 5 Star certified (\$5m+) or equivalent (\$3m-5m) Green Star - Design & As Built rating

Service delivery performance measures

- Infrastructure renewal/maintenance ratio
- Planning applications assessed within statutory timeframes

Supporting policies, strategies and plans

- *Asset Management Policy*
- *Asset Plan 2021-2030*
- *Build Over Easement Policy*
- *Croydon Major Activity Centre Parking Strategy 2011*
- *Croydon Town Centre Structure Plan*
- *Flood Management Plan for Maroondah City Council and Melbourne Water 2016*
- *Heathmont Activity Centre Structure Plan 2014*
- *Maroondah Heritage Action Plan*
- *Maroondah Housing Strategy: 2022 Refresh*
- *Maroondah Planning Scheme (incl. Municipal Strategic Statement)*
- *Maroondah Public Lighting Policy 2019*
- *Ringwood East Activity Centre Structure Plan 2013*



Dorset Recreational Reserve

Council Plan 2021-2025



An attractive, thriving and well built community

Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Ongoing or new				
Develop a new Croydon Structure Plan and prepare a planning scheme amendment to incorporate the policy into the Maroondah Planning Scheme	•	•	•	
Work in partnership to implement the Greening the Greyfields project to facilitate a sustainable approach to urban redevelopment in identified residential precincts	•	•	•	•*
Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct	•	•	•	•*
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	•	•	•	•*

•* denotes an action that extends beyond the 2024-25 timeframe

Core services

Asset Management (Projects and Assets Management)

Asset Management is responsible for the strategic long-term planning and management of Council's community assets, with a focus on the roads, facilities and open space asset groups. The function provides specialist advice and support to maximise service delivery potential, longevity and improved asset management capabilities, including advice on strategic direction, policy development and capital works.

Asset Projects and Facilities (Projects and Assets Management)

Projects and Facilities is responsible for the delivery of building and open space projects including design management, construction management and contract administration; and provides specialist advice and support in relation to all major building construction works and building regulatory/compliance inspections/assessments. The function also provides oversight for all ongoing maintenance and management of Council's community facilities.

Building Services (Engineering and Building Services)

Building Services provides building related approval and compliance services prescribed by statutory and legislative requirements to ensure that buildings within Maroondah are safe and suitable for use. Services include: building permit and inspection service, building safety and regulatory compliance advice and inspections; essential services management; swimming pool and spa registration barrier compliance program; and general building regulatory administrative duties and requests for information.

Statutory Planning

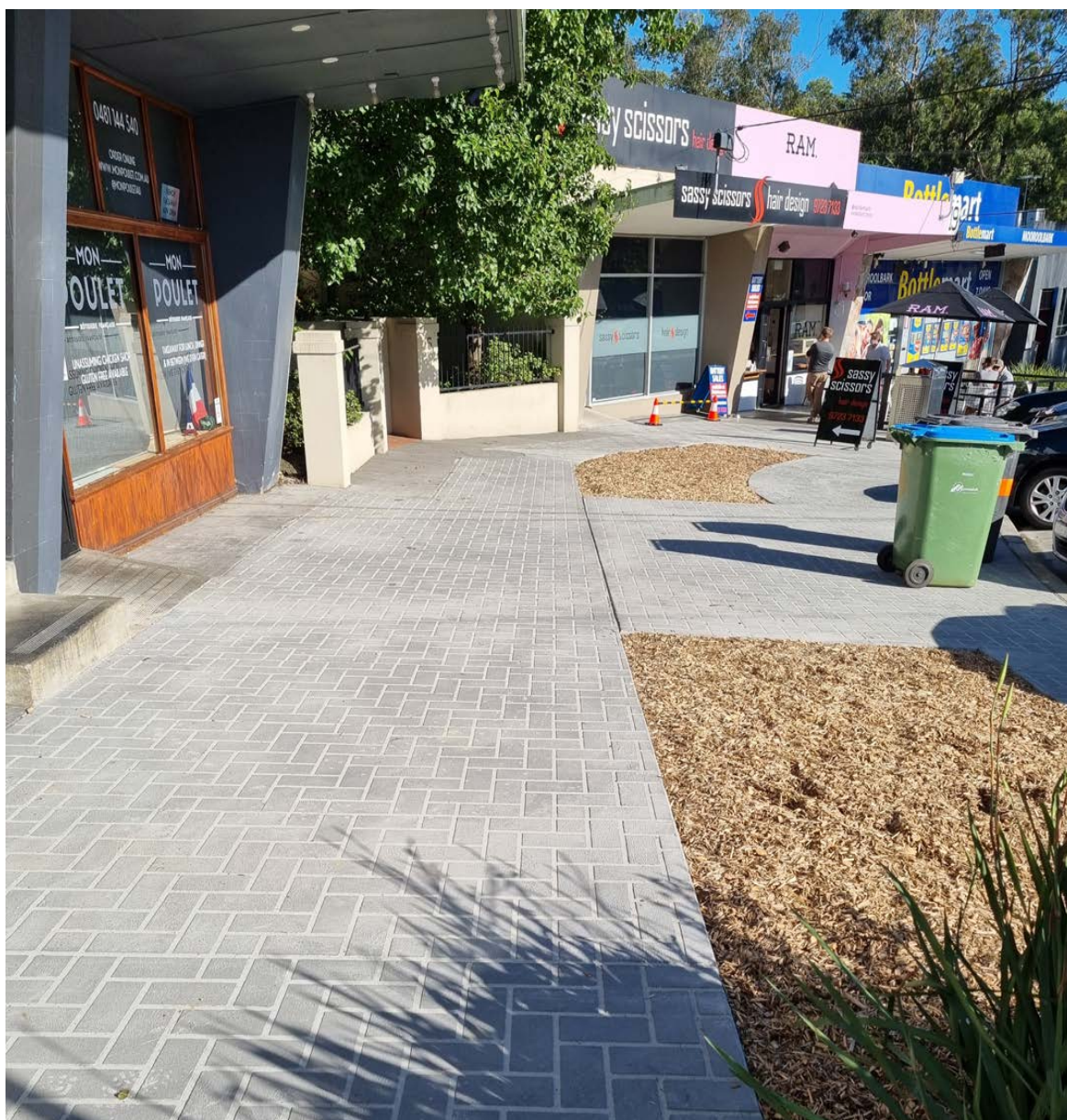
Statutory Planning is responsible for delivering town planning land use and development advice, assessments and decisions for the Maroondah municipality, in accordance with the provisions of the *Planning & Environment Act 1987*, *Subdivision Act 1988*, Building Regulations (amongst others), and the Maroondah Planning Scheme. Statutory Planning manage and consult with the community to ensure that land use and development changes are to the social, environmental and economic benefit of Maroondah.

Strategic Planning and Sustainability (City Futures)

Strategic Planning and Sustainability is responsible for shaping and delivering land use and environmental strategies and policies for Council, and the community, in a way that improves total quality of life, both now and in the future.

The strategic planning function works with the Council and the community to create a Planning Scheme that reflects the Maroondah vision to encourage, develop and manage urban design, landscapes, buildings and land uses in Maroondah.

The sustainability function guides the integration of sustainability into Council and community activities and operations. Council's holistic and strategic approach includes: focusing on reducing Council's 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.



Paul Street, Croydon



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.

Key Directions

An inclusive community

- 7.1 Support people of all ages, abilities and backgrounds to be connected, valued and empowered within their local community through accessible and inclusive services, programming and facilities
- 7.2 Ensure social inclusion principles inform the planning for local services, programs and community infrastructure
- 7.3 Work in partnership to break cycles of poverty and socio-economic disadvantage, particularly within marginalised and vulnerable communities
- 7.4 Advocate and promote the diverse provision of safe and affordable housing options in accessible locations to suit a range of lifestyle and life-stage requirements
- 7.5 Promote and create opportunities for social interactions, learning, mentoring, skills transfer and volunteering for people from all ages, abilities and backgrounds
- 7.6 Support community members to age in place, live in accessible neighbourhoods and remain socially connected

- 7.7 Advocate for increased support and enhanced services to meet the diverse needs of carers
- 7.8 Work in partnership to facilitate and promote sustainable social enterprises that create local community connections, inclusion and empowerment

A diverse community

- 7.9 Work in partnership to empower the community to respect, understand and embrace diversity
- 7.10 Work in partnership to support the equity and inclusion of culturally and linguistically diverse communities, including refugees, new arrivals and interfaith communities
- 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
- 7.13 Advocate and promote equity, safety and inclusion for all genders, sexualities, gender identities, and sex identities

Council Plan Indicators

Community indicators of progress

- Percentage of Maroondah households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on housing costs
- Percentage of private rental properties in Maroondah that are affordable to people on statutory incomes
- Relative Socio-Economic Disadvantage of Maroondah
- Percentage of Maroondah residents who agree people are willing to help in their neighbourhood
- Percentage of Maroondah residents who agree they live in a close-knit neighbourhood
- Percentage of Maroondah residents who agree people in their neighbourhood can be trusted
- Percentage of residents who actively volunteer
- Number of migrants and refugees settling in Maroondah

Service delivery performance measures

- Community Grants Funding Program recipients
- Number of volunteers engaged within the organisation
- Community satisfaction with family support services
- Community satisfaction with elderly support services
- Community satisfaction with disadvantaged support services

Supporting policies, strategies and plans

- *Children and Families Strategy*
- *Disability Policy and Action Plan 2022-2026*
- *Equally Active Policy 2019*
- *Gender Equality Action Plan*
- *Maroondah Affordable and Social Housing Policy 2018*
- *Maroondah Reconciliation Action Plan 2018*
- *Positive Ageing Framework and Action Plan 2021-2025*
- *Youth Strategy*



Vacation Care program

Council Plan 2021-2025



An inclusive and diverse community

Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Work in partnership to support volunteer-based organisations and facilitate volunteerism within Maroondah	•	•		
Implement the <i>Children and Families Strategy</i> and Action Plan; and the <i>Youth Strategy</i> and Action Plan	•	•		
Ongoing or new				
Investigate and implement additional female changing facilities at local sporting venues	•	•	•	•
Implement the <i>Gender Equality Act 2020</i> , including the <i>Maroondah Gender Equality Action Plan 2021-2025</i>	•	•	•	•*
Continue to monitor and respond to Australian Government Aged Care Reforms to ensure that Council services adapt appropriately to meet current and future community needs, and advocate for ongoing support and care for Maroondah senior citizens		•	•	•*

•* denotes an action that extends beyond the 2024-25 timeframe

Core Services

Aged and Disability Services (Community Services)

Aged and Disability Services enable older people with support needs and people with a disability and their carers to remain independent and active within the community through advocacy, information, advice, referrals and provision of support services. Services provided include Commonwealth Home Support Program services which comprise of assessment, occupational therapy, delivered meals and social support programs for eligible residents.

The function also provides support for people accessing NDIS, carers, and vulnerable people in our community; along with positive ageing activities and support to senior citizens groups.

Community Wellbeing (City Futures)

Community Wellbeing oversees Council's activities in relation to community planning, community development and the Croydon Community Wellbeing Precinct.

The community planning function undertakes social research, provides advocacy, develops strategies and coordinates Council-wide activities that support community health and wellbeing, community safety, residents with disabilities, culturally and linguistically diverse communities along with marginalised and disadvantaged communities.

The community development function supports and strengthens community wellbeing through partnerships and initiatives that seek to identify and respond to community needs, along with building the capacity of the community.

The Croydon Community Wellbeing Precinct function leads the planning, coordination and oversight of Croydon Community Wellbeing Precinct. It represents end users/service providers and works closely with the design team and governance group. It oversees stakeholder engagement to maximise outcomes and advances community-led visioning for the precinct.

Youth and Children's Services (Community Services)

Youth & Children's Services provides a range of services and programs to raise the wellbeing of children and young people in Maroondah.

The team delivers a wide range of services including: delivering programs, services, and events; providing information and resources to community members and professionals in Maroondah; providing support and coordination to the local child and youth sectors; service and sector planning and strategy development; and advocacy.



Occasional Care Diwali event



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.

Key Directions

A well governed community

- 8.1 Provide community inspired governance that is transparent, accessible, inclusive and accountable
- 8.2 Ensure responsible and sustainable management of Maroondah's resources, assets, infrastructure and natural environment
- 8.3 Nurture a continuous improvement council culture of being collaborative, strategic, sustainable and employing best practice, that positions Maroondah as a leader in local government
- 8.4 Work in partnership to deliver innovative, accessible and evidence informed services that are people focused, proactive, integrated and responsive
- 8.5 Foster a workforce that is adaptable, capable, positive and engaged to deliver on our organisational mission, values and community vision
- 8.6 Work in partnership with key agencies and other levels of government to provide leadership in emergency preparedness, response and recovery processes

- 8.7 Embrace emerging technology, the digital economy and opportunities for innovation in the delivery of services, enhancement of assets, and engagement of the community

An empowered community

- 8.8 Ensure that all community members have access to, and are informed on, matters that affect them, including tailored information for under-represented and hard-to-reach groups
- 8.9 Undertake inclusive engagement and consultation using accessible and tailored approaches to consider the needs and aspirations of people of all ages, abilities and backgrounds
- 8.10 Create opportunities for shared decision making through active community participation
- 8.11 Work in partnership to advocate for and champion the needs and aspirations of the community to Victorian and Australian levels of government, service providers and the business sector
- 8.12 Foster local and regional partnerships with individuals, community groups, businesses, service providers, agencies and all levels of government

Council Plan Indicators

Community indicators of progress

- Community satisfaction with Council
- Community satisfaction with Council decisions
- Net result
- Liquidity ratio
- Internal financing
- Indebtedness
- Capital replacement ratio
- Renewal gap ratio
- Employee satisfaction
- Community satisfaction with Council customer service
- Community satisfaction with consultation and engagement
- Community satisfaction with Council informing the community
- Community satisfaction with Council lobbying on behalf of the community

Service delivery performance measures

- Expenses per property assessment
- Average rate per property assessment
- Average liabilities per property assessment

Supporting policies, strategies and plans

- Budget 2023/24
- Community Engagement Policy 2021
- Community Grants Policy
- Council Expenses Policy
- Councillor Code of Conduct
- Councillor Gift Policy
- Customer Service Strategy 2021-2025
- Election Period (Caretaker) Policy 2020
- Financial Plan 2023/24 to 2032/33
- Information Communication and Technology Strategy 2023-2027
- Maroondah City Council Complaints Policy
- Maroondah City Council Gender Equality Action Plan
- Maroondah Municipal Fire Management Plan 2019-2022
- Municipal Emergency Management Plan 2020-2023
- Petitions Policy 2020
- Privacy Policy
- Procurement Policy
- Public Interest Disclosures Act Policy
- Public Transparency Policy 2020
- Rate Collection and Financial Hardship Policy
- Revenue and Rating Plan 2021/22 to 2024/25
- Risk Management Policy
- Risk Management Strategic Plan 2021-2024
- Workforce People and Culture Strategy 2016-2020
- Workforce Plan for Maroondah City Council 2021-2025



Maroondah Festival

Council Plan 2021-2025

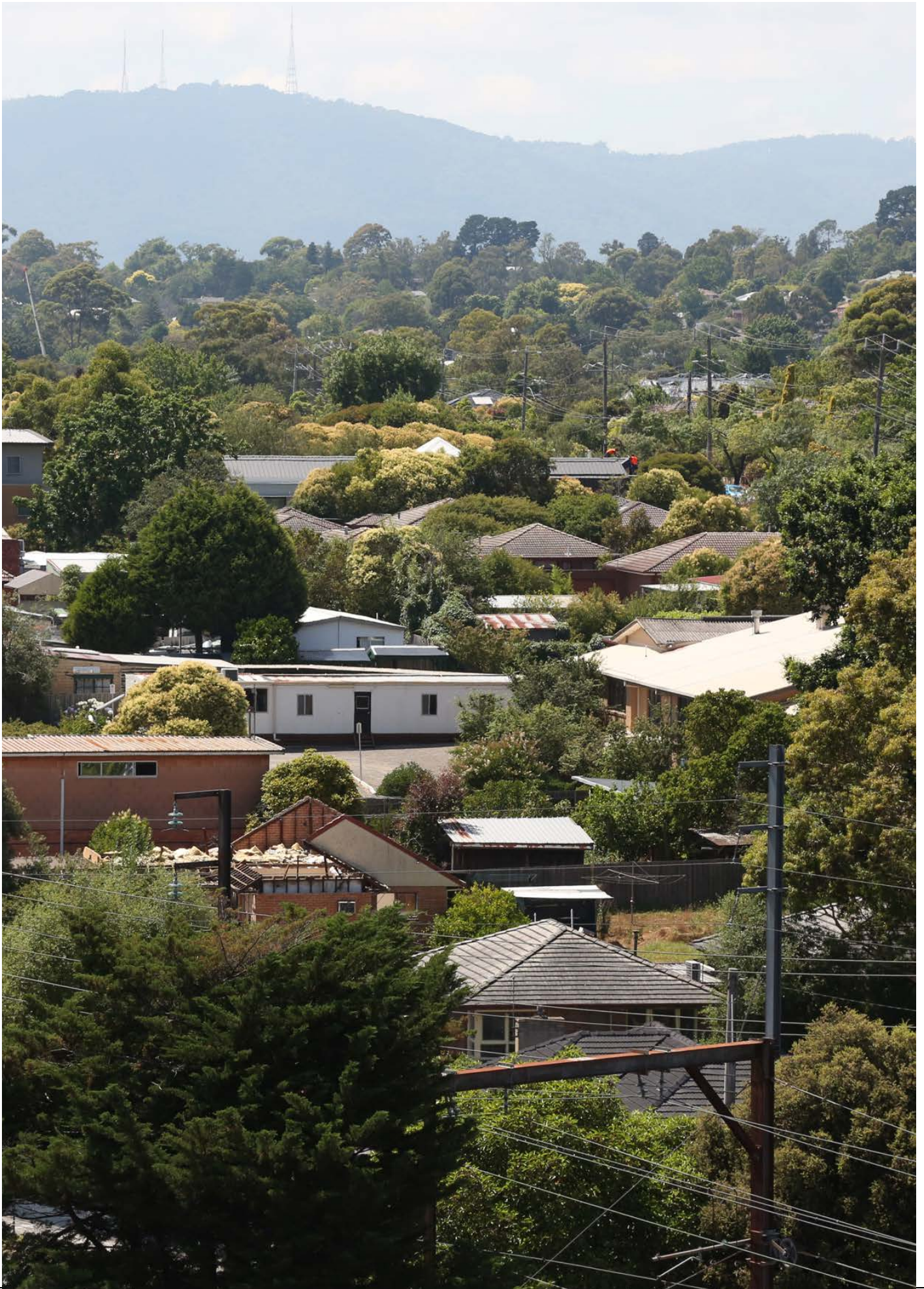


**A well governed and
empowered community**

Priority Actions 2021 - 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Implement the new <i>Local Government Act 2020</i>	•	•		
Deliver a broad range of Council services to meet current and future community needs along with sustainable management of Maroondah's resources, assets and environment	•	•		
Ongoing or new				
Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the Australian and Victorian Government elections in 2024/25 and 2026/27	•	•	•	•*
Implement and deploy the <i>Customer Service Strategy 2020</i> that will continue to advance Council's commitment to be highly responsive and customer focused	•	•	•	•*
Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2024 for the 2024-2028 period			•	•
Develop a strategy for Connected Communities involving digitising metrics to understand and respond efficiently to community needs			•	•
Enhance connections between Council's statutory committees (including advisory committees) and the Integrated Planning Framework to ensure alignment with emerging community priorities			•	•
Engage the community in developing a new Community Vision and prepare the <i>Council Plan 2025-2029</i> following election of a new Council			•	•*
Undertake a review of a range of Council technological systems			•	•*
Evolve organisational capacity and implement systems to minimise risks to cybersecurity impacts			•	•*
Implement the Council Caretaker Policy for the Council election in October 2024 and transition to the new Council following the election				•

•* denotes an action that extends beyond the 2024-25 timeframe



Council Plan 2021-2025



A well governed and empowered community

Core services

Communications and Engagement (Communications and Citizen Experience)

Communications and Engagement promotes the work and achievements of Council and keeps the community and employees informed and engaged. The team is responsible for communication and engagement strategy and planning; content creation; media management; publication development and distribution; community engagement activity; internal communications; and the promotion, branding and marketing of Maroondah City Council's services, activities and events, including Maroondah Leisure facilities.

Corporate Planning, Risk and Information (Governance and Performance)

This unit oversees the corporate strategy, risk management, integrity and information management functions of Council. The Corporate Planning team coordinates Council's integrated planning framework including the Community Vision, Council Plan, service delivery planning, and performance reporting. The Risk Management and Integrity team leads the implementation and review of Council's risk management framework across Council, manages claims and insurances, along with business integrity matters such as freedom of information, privacy and fraud mitigation. The Information Management team facilitates implementation of Council's records management framework and administers the electronic document management system.

Customer Service (Communications and Citizen Experience)

Customer Service provides proactive and responsive customer service to the Maroondah community. The team is a centralised point of contact for the community to access Council services through two service centres in Croydon Library and Realm in Ringwood, as well as via telephone, email, live chat and social media.

The function provides information and referral on Council services, acts as the customer interface for key Council services such as waste and local laws, refers and triages customer requests, and takes payment of all Council accounts and fees.

The team also lead the development and implementation of the organisation's Customer Service Strategy and assist the organisation to maintain our high Customer Service Standards.

Cyber and Technology

Cyber and Technology manages the lifecycle and service delivery of all Council's core information and communication technologies including all physical and virtual infrastructure, corporate business systems and telephony services to underpin service delivery to the Maroondah community.

The function is also focused on enhancing the community's ability to interact with Council by securely providing more services online, and delivering increased accessibility beyond traditional business hours.

Digital and Online (Communications and Citizen Experience)

Offering a range of online, multimedia and graphic design services, the Digital and Online team works across all service areas to inform, educate and engage our community and employees using a range of digital channels. This includes providing advice on best practice, support for Council's websites, social media management, Electronic Direct Mail (EDM) development and strategy, graphic design, video production and photography.

Executive Office

The Executive Office supports the work of the CEO, Directors, Mayor and Councillors. This includes high level project, administrative and calendar support, the management of civic, corporate and capital project events; activities related to the Mayor and Councillors, Council Briefings and Meetings; and coordination of policies, processes and reporting related to the Mayor and Councillors.

The Office also manages Council's advocacy on behalf of the Maroondah community, and stakeholder and government relations.

Financial Services (Finance and Commercial)

Financial Services provides sound financial management that complies with legislative requirements and ensures Council's operations continue by accurately accounting and paying all Council's suppliers in an efficient and timely manner.

This includes: financial accounting services (statutory), accounts payable, and strategic project analysis.

The function is also responsible for overseeing/managing the production of Council's Annual Financial Statements, and providing financial and cost-benefit guidance for the organisation in helping make sound financial decisions.

Governance and Procurement (Governance and Performance)

Governance and Procurement provides high quality, timely and reliable governance advice and support services to all Council service areas, as well as co-ordinating the meetings of Council, conducting Citizenship Ceremonies in liaison with the Department of Home Affairs, and assisting in the implementation of the *Local Government Act 2020*.

The function also 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.

Management Accounting and Payroll (Finance and Commercial)

Management Accounting and Payroll undertakes planning, budgeting and forecasting activities to assist the delivery of Maroondah's long-term vision, and ensure Council's long-term financial sustainability. This includes the provision of the Financial Plan, which intends to forecast Council's budgets for a 10-year period.

The function also delivers Council's payroll function, ensuring all salaries are delivered accurately and on time.

People and Culture

People and Culture seeks to optimise the performance of Council's employees and volunteers. The function provides services in relation to: strategic human resources management; human resources advice and policies; recruitment, selection and onboarding; learning and development; organisational development; workforce reporting; occupational health and safety; workcover and injury management; industrial relations; employee relations; gender equality; volunteer management; and student placements.

Property (Finance and Commercial)

Property has carriage of Council's land portfolio including, buying, selling, encroachments, and statutory requirements in relation to its land holdings. The function is also responsible for reconciliation of Council's geographic information system (mapping) database with Vicmap – Victoria's primary mapping database.

Realm Operations (Governance and Performance)

Realm Operations facilitates the day to day management of the Realm building including: building access; meeting room bookings; technical support; catering and invoicing; deliveries, mail and courier distribution; cleaning and security contracts; staff parking; and end of trip facility access.

Revenue (Finance and Commercial)

Revenue manages Council's revenue and property valuation functions, and provide services to assist ratepayers and property owners to meet their revenue contributions in a timely manner. This includes: rates and charges generation and collection; accounts receivable and sundry debtor billing; debt recovery; property database and valuation contract management; State Fire Services Levy collection; and electoral roll production.











Council Plan 2021-2025

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 shows the primary relationship between each Council service and the Maroondah 2040 Community Vision.









								
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 Culture		•	•			•	•	•
Asset Management	•			•	•	•	•	•
Asset Projects and Facilities	•			•	•	•	•	•
Building Services	•			•	•	•		
Built Environment	•			•	•	•		
Bushland Management	•			•		•		
Business and Activity Centre Development	•	•	•			•		
Communications and Engagement	•	•	•		•		•	•
Community Health	•			•				
Community Wellbeing	•	•			•		•	
Corporate Planning, Risk and Information								•
Customer Service								•
Cyber and Technology								•
Digital and Online	•	•	•		•		•	•
Emergency Management								•
Engineering Services	•			•	•	•		
Executive Office								•
Financial Services								•
Governance and Procurement								•

								
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
Karralyka, Maroondah Federation Estate and Community Halls			•				•	
Leisure and Aquatics	•						•	
Libraries		•	•					
Local Laws	•				•		•	•
Management Accounting and Payroll								•
Maroondah Golf and Sportsfields	•			•			•	
Maternal and Child Health	•	•					•	•
Park Maintenance	•			•	•	•		
People and Culture	•	•					•	•
Property						•		•
Realm Operations								•
Revenue						•	•	•
Sport, Recreation and Events	•			•	•		•	
Stadiums (The Rings, Maroondah Nets and Maroondah Edge)	•						•	
Statutory Planning	•			•		•		•
Strategic Planning and Sustainability				•	•	•		•
Tree Maintenance	•			•		•		
Waste Management				•		•		
Youth and Children's Services	•	•	•				•	•

Council Plan 2021-2025

Relationship of priority actions to Maroondah 2040 Community Vision outcomes

All Council Plan 2021-2025 priority actions are related to a range of Maroondah 2040 - Our future together outcomes. The table below indicates how each priority action is linked to the future outcomes of Maroondah 2040 - Our future together. Both primary and secondary relationships are shown.

								
Council Plan Priority Actions 2021-2025	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
Implement the <i>Maroondah COVID-19 Recovery Plan</i>	●	○	○	○	○	○	○	○
Design and construct a dog park in Ringwood North	●		○	○	○	○		
Design and construct sporting infrastructure upgrades at:								
<ul style="list-style-type: none"> Jubilee Park (regional cricket hub), Ringwood Proclamation Park, Ringwood Springfield Park, Croydon Cheong Park, Croydon South Ainslie Park, Croydon Dorset Recreation Reserve, Croydon Silcock Reserve, Croydon JW Manson Reserve, Wantirna 	●			○	○	○	○	
Review, update and implement Council's Physical Activity Strategy; and develop and implement a Stadium Sport Strategy	●		○				○	

● Primary outcome area ○ Secondary outcome area

								
Council Plan Priority Actions 2021-2025	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

Finalise and implement the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031* (including the *Health and Wellbeing Action Plan* and *Positive Ageing Framework and Action Plan 2021-2025*) in accordance with the *Public Health and Wellbeing Act 2008*

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

Continue to monitor the social and economic impacts of the COVID-19 pandemic and provide responses aligned to community needs

Work in partnership with the Victorian Government to support the construction of a new hospital in Maroondah to ensure the location and construction maximises community benefit

● Primary outcome area ○ Secondary outcome area

^ denotes action incorporates the Municipal Public Health and Wellbeing Plan

Council Plan 2021-2025

Council Plan Priority Actions
2021-2025

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
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Facilitate co-working opportunities and spaces in Maroondah

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○

Advance planning to reinforce the sense of place and local neighbourhoods to enable people the choice to live local through the provision of services and daily needs from across a network of neighbourhoods within Maroondah

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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

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Work in partnership to plan for and support the Victorian Government three and four year old kindergarten reforms, including advocating for funding at all levels of Government for new and redeveloped facilities to enable these reforms in Maroondah

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Implement the Ringwood Metropolitan Activity Centre Master Plan including enhancing the Maroondah Highway boulevard and Staley Gardens

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● Primary outcome area ○ Secondary outcome area

Council Plan Priority Actions 2021-2025	       							
	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
Successfully transition the Eastern Regional Libraries service to a Beneficial Enterprise Model		●						○
Deliver the Local Neighbourhood place activation projects in the Croydon South local activity centre and Ringwood East neighbourhood activity centre	○	○	●		○	○		
Design the Karralyka redevelopment, and undertake staged redevelopment works			●		○	○		
Implement the <i>Arts and Cultural Development Strategy 2020-2025</i> and work with the Maroondah Arts Advisory Committee to maximise arts and cultural opportunities across Maroondah	○	○	●	○		○	○	○
Implement Council's <i>Environmentally Sustainable Design Local Planning Policy</i> into the Maroondah Planning Scheme				●		○		○
Work in partnership to deliver the staged implementation of the Reimagining Tarralla Creek project	○		○	●		○	○	
Implement Council's <i>Sustainability Strategy 2022-2031</i> , including development of a Climate Change Plan integrating carbon reduction and climate adaptation measures	○			●	○	○		○

● Primary outcome area ○ Secondary outcome area

Council Plan 2021-2025

Council Plan Priority Actions
2021-2025

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
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Develop and implement Council's *Waste, Litter and Resource Recovery Strategy 2020-2030*

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Prepare and implement a series of Biolink Action Plans that implement the Maroondah Habitat Connectivity Study

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

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○

Design and construct activity centre carparks in Croydon and Ringwood

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Work in partnership with the Victorian Government to implement road improvement works at:

- New Street, Ringwood
- Reilly Street and Wantirna Road, Ringwood
- Eastfield Road, Ringwood East
- Plymouth Road and Kirtain Drive, Croydon

●









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Undertake carpark improvement works at:

- McAlpin Reserve, Ringwood North
- Dorset Recreation Reserve, Croydon

● Primary outcome area ○ Secondary outcome area

Council Plan Priority Actions 2021-2025	       							
	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
Work in partnership with the Victorian Government to support the removal of level crossings at Bedford Road Ringwood; Dublin Road Ringwood East and Coolstore Road Croydon; and the construction of new stations at Ringwood East and Croydon	○	○	○	○	●	○	○	
Advocate to the Australian and Victorian Governments for the provision of new and upgraded transportation infrastructure in Maroondah		○		○	●	○	○	○
Work in partnership to undertake renewal works on the Mullum Mullum Creek and Colchester Road shared trails; and continue footpath construction in the Principal Pedestrian Network	○			○	●	○	○	
Develop a new Croydon Structure Plan and prepare a planning scheme amendment to incorporate the policy into the Maroondah Planning Scheme	○	○	○	○	○	●		○
Work in partnership to implement the Greening the Greyfields project to facilitate a sustainable approach to urban redevelopment in identified residential precincts				○	○	●		○
Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct	○	○	○	○	○	●		○









● Primary outcome area ○ Secondary outcome area

Council Plan 2021-2025



Council Plan Priority Actions 2021-2025	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
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	○			○		●		○
Work in partnership to support volunteer-based organisations and facilitate volunteerism within Maroondah	○	○	○	○	○		●	○
Implement the <i>Children and Families Strategy</i> and Action Plan; and the <i>Youth Strategy</i> and Action Plan	○	○	○			○	●	○
Investigate and implement additional female changing facilities at local sporting venues	○				○	○	●	
Implement the <i>Gender Equality Act 2020</i> , including the <i>Maroondah Gender Equality Action Plan 2021-2025</i>	○						●	○
Continue to monitor and respond to Australian Government Aged Care Reforms to ensure that Council services adapt appropriately to meet current and future community needs, and advocate for ongoing support and care for Maroondah senior citizens	○						●	○
Implement the new <i>Local Government Act 2020</i>								●

● Primary outcome area ○ Secondary outcome area

Council Plan Priority Actions 2021-2025	       							
	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
Deliver a broad range of Council services to meet current and future community needs along with sustainable management of Maroondah's resources, assets and environment	○	○	○	○	○	○	○	●
Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the Australian and Victorian Government elections in 2024/25 and 2026/27	○	○	○	○	○	○	○	●
Implement and deploy the <i>Customer Service Strategy 2020</i> that will continue to advance Council's commitment to be highly responsive and customer focused					○		○	●
Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2024 for the 2024-2028 period								●
Develop a strategy for Connected Communities involving digitising metrics to understand and respond efficiently to community needs					○	○		●

● Primary outcome area ○ Secondary outcome area

Council Plan 2021-2025



Council Plan Priority Actions 2021-2025	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
Enhance connections between Council's statutory committees (including advisory committees) and the Integrated Planning Framework to ensure alignment with emerging community priorities	○	○	○	○	○	○	○	●
Engage the community in developing a new Community Vision and prepare the <i>Council Plan 2025-2029</i> following election of a new Council	○	○	○	○	○	○	○	●
Undertake a review of a range of Council technological systems								●
Evolve organisational capacity and implement systems to minimise risks to cybersecurity impacts								●
Implement the Council Caretaker Policy for the Council election in October 2024 and transition to the new Council following the election								●

● Primary outcome area ○ Secondary outcome area



Council Plan 2021-2025

Our priority actions 2021/22 to 2024/25

There are a number of high priority activities that will be undertaken by Council over the 2021-2025 period that will contribute to the achievement of preferred community outcomes outlined in *Maroondah 2040 - Our future together*.

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



**A safe, healthy and active
community**

Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Implement the <i>Maroondah COVID-19 Recovery Plan</i>	•			
Design and construct a dog park in Ringwood North	•	•		
Design and construct sporting infrastructure upgrades at: <ul style="list-style-type: none"> Jubilee Park (regional cricket hub), Ringwood Proclamation Park, Ringwood Springfield Park, Croydon Cheong Park, Croydon South Ainslie Park, Croydon Dorset Recreation Reserve, Croydon Silcock Reserve, Croydon JW Manson Reserve, Wantirna 	•	•		

Ongoing or new				
Review, update and implement Council's Physical Activity Strategy; and develop and implement a Stadium Sport Strategy	•	•	•	•*
Finalise and implement the <i>Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031</i> [^] (including the <i>Health and Wellbeing Action Plan and Positive Ageing Framework and Action Plan 2021-2025</i>) in accordance with the <i>Public Health and Wellbeing Act 2008</i>	•	•	•	•*
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	•	•	•	•*
Continue to monitor the social and economic impacts of the COVID-19 pandemic and provide responses aligned to community needs		•	•	•
Work in partnership with the Victorian Government to support the construction of a new hospital in Maroondah to ensure the location and construction maximises community benefit			•	•*

[^] denotes action incorporates the Municipal Public Health and Wellbeing Plan;

•* denotes an action that extends beyond the 2024-25 timeframe



A prosperous and learning community

Priority Actions 2021 - 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Facilitate co-working opportunities and spaces in Maroondah	•	•		
Ongoing or new				
Advance planning to reinforce the sense of place and local neighbourhoods to enable people the choice to live local through the provision of services and daily needs from across a network of neighbourhoods within Maroondah	•	•	•	•*
Work in partnership to implement the <i>Bayswater Business Precinct Transformation Strategy</i> and investigate and implement innovative opportunities to enhance business capability, skill development, employment and education pathways for the manufacturing sector	•	•	•	•*
Work in partnership to plan for and support the Victorian Government three and four year old kindergarten reforms, including advocating for funding at all levels of Government for new and redeveloped facilities to enable these reforms in Maroondah	•	•	•	•*
Implement the Ringwood Metropolitan Activity Centre Master Plan including enhancing the Maroondah Highway boulevard and Staley Gardens			•	•
Successfully transition the Eastern Regional Libraries service to a Beneficial Enterprise Model			•	•

•* denotes an action that extends beyond the 2024-25 timeframe

Council Plan 2021-2025



A vibrant and culturally rich community

Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Deliver the Local Neighbourhood place activation projects in the Croydon South local activity centre and Ringwood East neighbourhood activity centre	•			
Ongoing or new				
Design the Karralyka redevelopment, and undertake staged redevelopment works	•	•	•	•
Implement the <i>Arts and Cultural Development Strategy 2020-2025</i> and work with the Maroondah Arts Advisory Committee to maximise arts and cultural opportunities across Maroondah	•	•	•	•*

•* denotes an action that extends beyond the 2024-25 timeframe



A clean, green and sustainable community

Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Implement Council's <i>Environmentally Sustainable Design Local Planning Policy</i> into the Maroondah Planning Scheme	•			
Ongoing or new				
Work in partnership to deliver the staged implementation of the Reimagining Tarralla Creek project	•	•	•	•*
Implement Council's <i>Sustainability Strategy 2022-2031</i> , including development of a Climate Change Plan integrating carbon reduction and climate adaptation measures	•	•	•	•*
Develop and implement Council's <i>Waste, Litter and Resource Recovery Strategy 2020-2030</i>	•	•	•	•*
Prepare and implement a series of Biolink Action Plans that implement the Maroondah Habitat Connectivity Study	•	•	•	•*
Implement a streetscape enhancement program, including a significant increase in tree planting	•	•	•	•*

•* denotes an action that extends beyond the 2024-25 timeframe



**An accessible and
connected community**

Priority Actions 2021 - 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Design and construct an activity centre carpark in Croydon	•			
Ongoing or new				
Work in partnership with the Victorian Government to implement road improvement works at: <ul style="list-style-type: none"> • New Street, Ringwood • Reilly Street and Wantirna Road, Ringwood • Eastfield Road, Ringwood East • Plymouth Road and Kirtain Drive, Croydon 	•	•	•	
Undertake carpark improvement works at: <ul style="list-style-type: none"> • McAlpin Reserve, Ringwood North • Dorset Recreation Reserve, Croydon 				
Design and construct an activity centre carpark in Ringwood	•	•	•	•
Work in partnership with the Victorian Government to support the removal of level crossings at Bedford Road Ringwood; Dublin Road Ringwood East and Coolstore Road Croydon; and the construction of new stations at Ringwood East and Croydon	•	•	•	•
Advocate to the Australian and Victorian Governments for the provision of new and upgraded transportation infrastructure in Maroondah	•	•	•	•
Work in partnership to undertake renewal works on the Mullum Mullum Creek and Colchester Road shared trails; and continue footpath construction in the Principal Pedestrian Network	•	•	•	•*

•* denotes an action that extends beyond the 2024-25 timeframe

Council Plan 2021-2025



An attractive, thriving and well built community

Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Ongoing or new				
Develop a new Croydon Structure Plan and prepare a planning scheme amendment to incorporate the policy into the Maroondah Planning Scheme	•	•	•	
Work in partnership to implement the Greening the Greyfields project to facilitate a sustainable approach to urban redevelopment in identified residential precincts	•	•	•	•*
Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct	•	•	•	•*
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	•	•	•	•*

•* denotes an action that extends beyond the 2024-25 timeframe



An inclusive and diverse community

Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Work in partnership to support volunteer-based organisations and facilitate volunteerism within Maroondah	•	•		
Implement the <i>Children and Families Strategy</i> and Action Plan; and the <i>Youth Strategy</i> and Action Plan	•	•	•	•
Ongoing or new				
Investigate and implement additional female changing facilities at local sporting venues	•	•	•	•
Implement the <i>Gender Equality Act 2020</i> , including the <i>Maroondah Gender Equality Action Plan 2021-2025</i>	•	•	•	•*
Continue to monitor and respond to Australian Government Aged Care Reforms to ensure that Council services adapt appropriately to meet current and future community needs, and advocate for ongoing support and care for Maroondah senior citizens		•	•	•*

•* denotes an action that extends beyond the 2024-25 timeframe



**A well governed and
empowered community**

Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Completed or transitioned to core service delivery				
Implement the new <i>Local Government Act 2020</i>	•	•		
Deliver a broad range of Council services to meet current and future community needs along with sustainable management of Maroondah's resources, assets and environment	•	•		
Ongoing or new				
Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the Australian and Victorian Government elections in 2024/25 and 2026/27	•	•	•	•*
Implement and deploy the <i>Customer Service Strategy 2020</i> that will continue to advance Council's commitment to be highly responsive and customer focused	•	•	•	•*
Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2024 for the 2024-2028 period			•	•
Develop a strategy for Connected Communities involving digitising metrics to understand and respond efficiently to community needs			•	•
Enhance connections between Council's statutory committees (including advisory committees) and the Integrated Planning Framework to ensure alignment with emerging community priorities			•	•
Engage the community in developing a new Community Vision and prepare the <i>Council Plan 2025-2029</i> following election of a new Council			•	•*
Undertake a review of a range of Council technological systems			•	•*
Evolve organisational capacity and implement systems to minimise risks to cybersecurity impacts			•	•*
Implement the Council Caretaker Policy for the Council election in October 2024 and transition to the new Council following the election				•

•* denotes an action that extends beyond the 2024-25 timeframe

Glossary of terms

The *Council Plan 2021-2025* includes a range of terms which are defined below. Additional definitions are also provided in *Maroondah 2040 - Our future together*.

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.

Asset: An item of value that enables a service to be provided and has an economic life greater than 12 months.

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.

Average liabilities per property 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.

Average rate per property assessment: The average revenue derived by Council out of general rates for each residential property in the municipality (i.e. excluding all commercial and industrial properties).

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.

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.

Biodiversity: The term given to the variety of life on Earth. It is the variety within and between all species of plants, animals and micro-organisms and the ecosystems within which they live and interact.

Bizhub: Resource for Maroondah businesses which includes education, skill and business development opportunities, collaborative workspaces and meeting spaces.

Budget: Documents the financial and non financial resources required by Council to implement the key directions and priority actions identified in the Council Plan.

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.

Carbon neutral certification: Endorsement that an entity has met 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 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.

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 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 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 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.

Continuous improvement: The process that ensures 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, Chief Financial Officer, and three 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).

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 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.

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.

Employee satisfaction: How satisfied or content employees are with their job, employee experience, and the organisation they work for. Ideally, satisfaction occurs because of both material factors like compensation and benefits as well as less-tangible elements like engagement, recognition, and strong leadership.

Expenses per property assessment: Total expenses per property assessment.

Council Plan 2021-2025

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*.

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.

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.

Indigenous: Originating in a particular geographic region or environment and native to the area and/or relating to Aboriginal and Torres Strait Islander people.

Infrastructure: Constructed assets required for the functioning of the community, such as roads, drains, footpaths, lighting, paths, play equipment, public buildings, signage, streetscapes and waste systems.

Infrastructure renewal/maintenance ratio:

Variance between what Council needs to spend on 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.

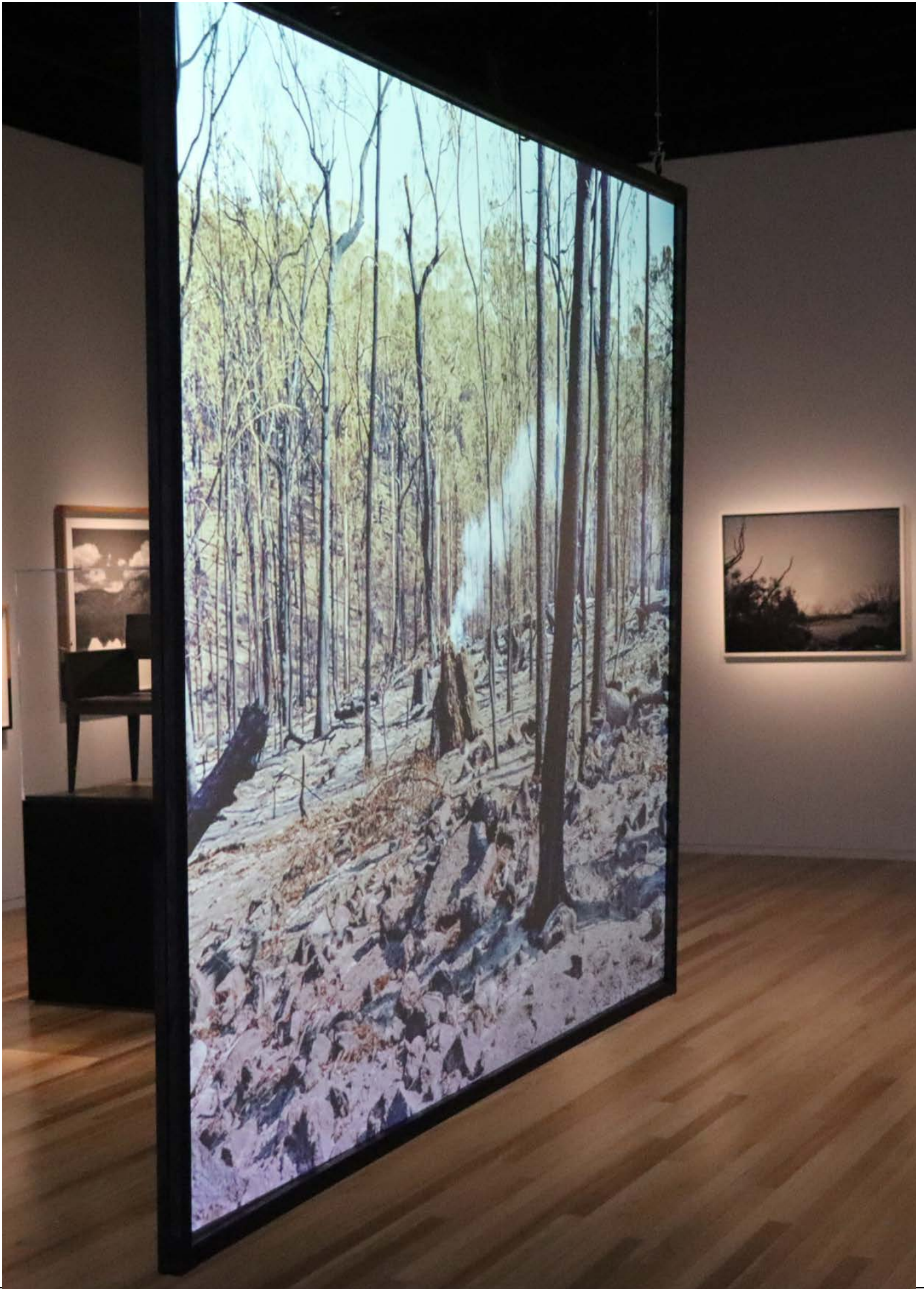
Key directions: Strategies to achieve the Maroondah 2040 Community Vision and future outcomes. These directions guide Council service delivery and inform priority actions for each financial year. These key directions represent the strategies for achieving the objectives (future outcomes) of Council over the 2021-2025 period in accordance with section 90 of the *Local Government Act 2020*.

Liabilities: Financial term referring to 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 Government Act 2020: Victorian Government legislation that 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.

Of Embers exhibition, ArtSpace at Realm



Council Plan 2021-2025

Local Government Amendment (Performance Reporting and Accountability) Act 2014: Sets out the financial planning and reporting framework for local government.

Local Government Performance Reporting Framework: A Victorian planning and reporting framework that seeks to provide a comprehensive picture of Council performance. The framework comprises four indicator sets: service performance, financial performance, sustainable capacity, and governance 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 Laws: The laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Maroondah.

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 Community Vision: 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 Planning Scheme: A planning scheme sets out policies and requirements for the use, development and protection of land. The Maroondah Planning Scheme consists of a written document and any maps, plans or other documents incorporated in it. It contains: the objectives of planning in Victoria; purposes of the planning scheme; a Planning Policy Framework; a Local Planning Policy Framework (including the Municipal Strategic Statement); zone and overlay provisions; particular provisions; operational provisions; and incorporated documents.

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.

Municipal Emergency Management Plan: Addresses the prevention of, response to, and recovery from emergencies within the municipality of Maroondah, in accordance with Part 4 of the *Emergency Management Act 1986* and the *Emergency Management Act 2013*.

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, as required under the Section 26 of the *Public Health and Wellbeing Act 2008*. 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.

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 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.

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 the Victorian Government.

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.

Principal 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.

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*.

Public statutory body: An agency that performs one or more functions of a public nature for the benefit of the community; does so under authority granted by or under Victorian legislation to perform a public purpose; and is accountable to, and subject to control by, the State of Victoria in the performance of those functions.

Rates and charges Income: Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.

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 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.

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.

Council Plan 2021-2025

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 delivery performance measures: Selected indicators that will be used to identify how successful the initiatives and services 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.

Statutory incomes: Incomes that are derived from Government payments and allowances.

Statutory timeframes: Timeframe stipulated 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.

Strategies: See Key directions.

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 means to provide precinct-specific direction on the extent, form and location of land use and development.

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).

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 wellbeing across social, economic, environmental and cultural domains.

Wards: A geographical area which provides a fair and equitable division of a local government area.

Water Sensitive Urban Design: A holistic approach to water management that integrates urban design and planning with social and physical sciences in order to deliver water services and protect aquatic environments in an urban setting.

National Tree Planting Day



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

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Maroondah City Council Proposed Budget 2023/2024



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Front page image: *Mother and daughter attend the free movie night at BJ Hubbard Reserve in Ringwood North as part of Council's Celebrate Maroondah event.*

Message from the Mayor and Chief Executive Officer

On behalf of Maroondah City Council, we are pleased to present the proposed 2023/2024 Budget to the Maroondah community.

In preparing the proposed 2023/2024 Budget, Council has taken into consideration the rising cost of living facing our community along with the significant financial impacts of the COVID-19 pandemic.

While Council continued to provide the majority of its services throughout the pandemic, like most organisations we also had to manage and adapt to the various stages and restrictions, including the required long-term closures during 2020 and short reactive shutdowns during 2021, and continuing restrictions during the first half of 2022. They also meant a redirection of resources and/or funding in excess of \$10 million to respond to the COVID pandemic in the 2019/20, 2020/21 and 2021/2022 financial years.



As a consequence, the proposed 2023/2024 Budget has been reviewed to take into account the financial outcomes of the previous three years, as well as the ongoing impacts for 2023/2024. This includes a review of income and capital work projects, ensuring a sustainable outcome for the year ahead and for the 10 year Long Term Financial Strategy (LTFS).

The LTFS outlines Council's projected financial position for the next 10 years and provides a guide to the community, Council, and management to assist with 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 in a rate cap environment as set out in the Local Government (Fair Go Rates) Act 2015.

Council continues to work towards the community's vision as outlined in *Maroondah 2040 - Our future together*. The vision is the foundation from which Council shapes its long-term plans for the municipality. Following extensive community and key stakeholder consultation this long-term vision for the future of Maroondah was adopted in late 2014. The Vision has undergone further consultation with our community to provide a revised vision that captures the latest community aspirations and priorities, emerging themes and trends, and provides the strategic blueprint for Council and the community to continue to work together to shape the future of Maroondah to the year 2040. This refreshed Maroondah 2040 Community Vision was adopted by Council in 2020. The community aspirations and priorities are grouped into eight broad outcome areas that provide the structure for the four-year Maroondah City Council Plan 2021-25.

The Council Plan has been informed by Council's community engagement activities undertaken for the development and review of the Maroondah 2040 Community Vision; Maroondah COVID-19 Recovery Plan; and Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031. In addition the inputs and recommendations of a Deliberative Panel made up of 40 community members also contributed to the development of the Council Plan.

The proposed Budget for 2023/2024 links to the achievement of the Council Plan as part of Council's integrated planning framework. The proposed 2023/2024 Budget outlines the provision of financial resources for the next 12 months and details how these resources will be applied to meet the actions and initiatives detailed in the Council Plan, as well as delivering the more than 120 services and the extensive range of programs and activities that Council provides to the Maroondah community.

Budget Highlights

The 2023/2024 budget contains 37 major initiatives as identified in the Council Plan. These initiatives will contribute to the achievement of the four-year Council Plan key directions and ultimately the outcomes as outlined in Maroondah 2040.

Some initiatives include:

- Finalise and implement the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 (including the Health and Wellbeing Action Plan 2021-2023 and Positive Ageing Framework and Action Plan 2021-2025) in accordance with the Public Health and Wellbeing Act 2008;
- Review, update and implement Council's Physical Activity Strategy; and develop and implement a Stadium Sports Strategy;
- Continue to monitor the social and economic impacts of the COVID-19 pandemic and provide responses aligned to community needs;
- Work in partnership with the Victorian Government to support the construction of a new Hospital in Maroondah to ensure the location and construction maximises community benefit;
- Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct;
- Work in partnership with the Victorian Government to support the removal of level crossings at Bedford Road Ringwood; Dublin Road Ringwood East and Coolstore Road Croydon; and the construction of new stations at Ringwood East and Croydon;
- Engage the community in developing a new Community Vision and prepare the Council Plan 2025-2029 following election of a new Council; and
- Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the Australian and Victorian Government elections in 2024/25 and 2026/27

An extensive Capital Works Program of \$65.77 million will be undertaken in 2023/2024. This capital investment includes funding of \$32.71 million from Council operations and cash holdings; \$32.26 million from external grants; and \$0.80 million from contributions.

Highlights of the 2023/2024 Capital Works Program include:

Program	\$ (million)	Details
Buildings	\$45.212	<ul style="list-style-type: none"> • Activity Centre Carpark Development Program - at Ringwood (\$28.62 million) • Community Facilities Improvement Program (\$3.75 million) • Croydon Community Wellbeing Precinct (\$5.40 million) • Upgrade and renewal of Sporting and Community Group facilities on Council land (\$0.36 million) • Community Facilities Access and Public Toilet Improvement (\$0.53 million) – to improve accessibility to Council facilities for people with disabilities
Roads	\$3.652	<ul style="list-style-type: none"> • Local road renewal program (\$1.64 million) • Local road reconstruction (\$0.50 million) • Kerb and channel replacement works (\$0.58 million) • Local area traffic management (\$0.20 million)
Footpaths & cycleways	\$3.200	<ul style="list-style-type: none"> • Footpath replacement works (\$1.05 million) • Footpath construction program (\$1.45 million) • Accessibility Improvement Program (\$0.30 million)
Carparks	\$0.400	<ul style="list-style-type: none"> • Carpark improvement program (\$0.40 million)
Drainage	\$4.925	<ul style="list-style-type: none"> • Stormwater drainage renewal program including but not limited to, Sherbrook Catchment Flood Mitigation Stage 4

		(\$2.00 million), Mullum Mullum Road - Retarding Basin & Panfield Lane Upgrades (\$1.00 million), Easement Drain Upgrade - 3-21 Dixon Avenue Croydon (\$0.25 million, Easement Drain Upgrade - 2-14 Wilson Concourse Croydon North (\$0.25 million), Relining Works (\$0.25 million)
Recreational, leisure and community facilities	\$1.901	<ul style="list-style-type: none"> • Sports field improvement program (\$0.65) • Sports field lighting improvement program (\$0.27 million) • Sports infrastructure renewal including cricket nets, coach's boxes and scoreboards (\$0.49 million) • Golf Course improvement program (\$0.45 million)
Parks and open space	\$1.931	<ul style="list-style-type: none"> • Open space playground improvement program (\$0.72 million) • Open space improvement program (\$0.08 million) • Tree improvement program (\$0.91 million) • Open space footbridge and boardwalk improvement program (\$0.07 million)

The Rate Rise & Rate Capping

Councils have the obligation to levy rates and charges under the Local Government Act 2020 in order to fund and deliver essential community infrastructure and services. The rates Councils collect are a form of property tax. The value of each property is used as the basis for calculating what each property owner will pay.

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

The decision must be made by 31 December each year to apply to rates in the following financial year. For the 2023/2024 financial year, Council's rate rise has been capped at 3.5%. While Councils may seek approval to increase rates above the rate cap, Council's 10-year Financial Plan has no intention to do so.

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

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

Council recognises that some members of the community may have difficulty paying their rates, and has a Financial Hardship Policy, which includes offering payment arrangements based on individual ratepayer circumstances.

Further information on Rates and Charges can be found in Section 5.1.1 Notes to financial statements within this document.

Waste Management

Waste and recycling collection is considered a critical service used by all residents. As documented over the past few years, the recycling industry has been through some challenging moments and events stemming from issues across the globe. Whilst these challenges are expected to continue into the foreseeable future, Maroondah will continue to work towards a pathway that results in an efficient and resilient recycling system. This includes:

- Investing in the initiatives and the infrastructure required to deliver on the outcomes set out in Council's 10 Year Waste Strategy over the course of the next decade.
- Driving key initiatives to reduce waste that align with State direction and the State Government Policy.
- Ensuring contracts continue to deliver for current and future requirements.

For waste services to be delivered effectively and efficiently throughout the municipality and particularly recycling, the charge for 2023/2024, incorporating kerbside collection, green waste, the introduction of Food in Organics (FOGO) initiatives and recycling, will increase by 9.8% from the 2022/2023 level. This increase in price, assists the municipality in ensuring a reliable and environmentally friendly waste processing service is delivered.

Other Challenges

In addition to the Victorian Government cap on rates and the waste management challenges, Maroondah also faces other challenges including:

- Funding renewal and maintenance of infrastructure and community assets whilst at the same time meeting the expectations of delivering new and enhanced infrastructure in an economic environment where cost of materials and services have increased dramatically;
- Constrained ability to fund the delivery of services whilst revenue is capped, whilst also delivering on services that have gradually shifted from State/Federal responsibility. Over time, those same services have become expected by the Community to be continually delivered by Council, but the level of funding received does not reflect the real cost of providing these services to the community;
- Human capital is a challenge across the sector, identifying the people with the right skill sets whilst competing with private sector for talent
- Pandemic recovery and associated economic impacts
- Digital transformation to help Council better serve its citizens; and
- Funding expectations of enhanced service provision to meet changing citizen expectations.

This proposed Budget has been set using a rigorous process of consultation and review and Council endorses it as a balanced, sustainable, and responsible platform to ensure enhanced services, protection of Council's \$2.09 billion in net assets, the delivery of \$65.77 million extensive capital projects, an underlying surplus of \$3.9 million excluding extraordinary items, and a financially prudent future for our community.



Cr Rob Steane
Mayor



Mr Steve Kozlowski
Chief Executive Officer

Budget influences

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

Budget implications

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

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

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

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

External Influences

In preparing the 2023/2024 budget, a number of external influences have been taken into consideration, because they will impact significantly on the services delivered by Council in the budget period when compared to the 2022/2023 budget. These include:

- The Victorian State Government introduced a cap on rate increases from 2016/17. The cap for 2023/2024 has been set at 3.50%;
- Consumer Price Index – (CPI) All groups Consumer Price Index rose 1.9% in the December 2022 quarter and 7.8% annually. Melbourne Index rose 1.6% in the December 2022 quarter and 8.0% annually (ABS). CPI is forecast to increase to 6.7% by June 2023 before decreasing to 3.6% by the end of the 2023/2024 year (RBA Economic Outlook February 2023).
- Significant loss of revenue and overall impacts on financial position directly as a result of COVID19 including funding the renewal of infrastructure and community assets in a COVID19 environment;
- Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with the real cost increases;
- An increase of \$0.05 million in the Federal Government Funding Assistance Grants funding compared to the prior year;
- The Australian Federal Government Superannuation Guarantee rate is increasing to 11.00% from 10.50%, effective 1 July 2023 and will then continue to increase until it reaches 12% on 1 July 2025.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Levy Act 2012 which is not included in Council's budget;
- An overall decrease of \$4.30 million in total capital grants is anticipated in 2023/2024.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition to this, Councils are responsible with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, public buildings and footpaths. Leading to a large portion of Council income being allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

Internal Influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the 2023/2024 budget. These matters and their financial impact when compared to the 2022/2023 budget are set out below:

- Depreciation of Council's core asset infrastructure for 2023/2024 is \$28.86 million. Council must ensure its capital renewal program at minimum keeps pace with this figure to ensure adequate maintenance of Council's \$2.1 billion infrastructure;
- Continued objective of meeting financial sustainability objectives and targets, such as the underlying result, liquidity, indebtedness and renewal/upgrade ratios;
- The inclusion of 37 Council Plan Priority Actions (Major initiatives) that will be undertaken by Council in 2023/2024 that will contribute to the achievement of preferred community outcomes outlined in Maroondah 2040: *Our future together*. for a full list of all initiatives refer to Section 2;
- 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.
- Advance planning to reinforce the sense of place and Local Neighborhoods to enable people the choice to live local through the provision of services and daily needs from across a network of neighborhoods within Maroondah;
- New Green Waste processing introduced at the end of 2022/2023 and the continued roll out of Council's 10 Year Waste, Litter and Resource Recovery Strategy 2020-2030;
- Work in partnership to plan for and support the Victorian Government three-and four-year-old kindergarten reforms, including advocating for funding at all levels of Government for new and redeveloped facilities to enable these reforms in Maroondah;
- Implement the Ringwood Metropolitan Activity Centre Master Plan including enhancing the Maroondah Highway boulevard and Staley Gardens.

Budget Principles

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

The principles included:

- The outcomes of Councils' Financial Plan will drive the 2023/2024 budget process. The primary direction for the Budget is to ensure Council's continued long-term financial sustainability and that the requirements of the State Government in relation to Rate Capping are met;
- Service levels to be maintained at 2022/2023 levels with the aim to use fewer resources with an emphasis on innovation, productivity and efficiency enhancements;
- Grants to be based on confirmed funding levels;
- New initiatives which are not cost neutral to be justified through a business case;
- Existing fees and charges to be increased at market levels for unit costs and volume;
- New revenue sources such as partnerships and shared services to be identified where possible;
- Salaries and wages to be increased in line with estimated Enterprise Bargaining outcomes; and
- Operating revenue and expenses arising from completed 2022/2023 capital projects to be included.

Legislative requirements

Under Division 2 - Budget Process Section 94 of the Local Government Act 2020, Council must prepare a budget for each financial year and the subsequent 3 financial years:

- (1) A Council must prepare and adopt a budget for each financial year and the subsequent 3 financial years by—
 - (a) 30 June each year; or
 - (b) any other date fixed by the Minister by notice published in the Government Gazette.
- (2) A Council must ensure that the budget gives effect to the Council Plan and contains the following—
 - (a) financial statements in the form and containing the information required by the regulations;
 - (b) a general description of the services and initiatives to be funded in the budget;
 - (c) major initiatives identified by the Council as priorities in the Council Plan, to be undertaken during each financial year;
 - (d) for services to be funded in the budget, the prescribed indicators and measures of service performance that are required to be reported against by this Act;
 - (e) the total amount that the Council intends to raise by rates and charges;
 - (f) a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
 - (g) a description of any fixed component of the rates, if applicable;
 - (h) if the Council proposes to declare a uniform rate, the matters specified in section 160 of the **Local Government Act 1989**;
 - (i) if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the **Local Government Act 1989**;
 - (j) any other information prescribed by the regulations.
- (3) The Council must ensure that, if applicable, the budget also contains a statement—
 - (a) that the Council intends to apply for a special Order to increase the Council's average rate cap for the financial year or any other financial year; or
 - (b) that the Council has made an application to the ESC for a special Order and is waiting for the outcome of the application; or
 - (c) that a special Order has been made in respect of the Council and specifying the average rate cap that applies for the financial year or any other financial year.

Council must ensure that the budget contains information as detailed in the Act and the Local Government (Planning and Reporting) Regulations 2020:

- (1) For the purposes of section 94(2)(a) of the Act, the financial statements included in a budget must—
 - (a) contain a statement of capital works for the budget year and subsequent 3 financial years; and
 - (b) be in the form set out in the Local Government Model Financial Report.

1. Link to the Integrated Strategic Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Council Plan within an overall integrated strategic planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Maroondah 2040 Community Vision, Financial Plan and Asset Plan), medium term (Council Plan 2021-2025 and Revenue and Rating Plan) and short term (Service Delivery Plans and Budget) and then holding itself accountable (Annual Report).

1.1 Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated strategic planning and reporting framework that applies to local government in Victoria. At each stage of the integrated strategic planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Figure 1: Maroondah City Council's Integrated Planning Framework

Council's framework is underpinned by the shared long-term community vision outlined in *Maroondah 2040 'Our Future Together'*. Council has undertaken a review of *Maroondah 2040 'Our future together'* in consultation with the Maroondah community. The refreshed Community Vision was adopted in June 2021.

The community aspirations and priorities for the future of Maroondah have been grouped into eight broad outcome areas that provide the structure for the Council Plan 2021-2025 (Council Plan). These community outcome areas comprise:

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

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

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

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

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

1.1.2 Key planning considerations

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation needs to be in line with a councils adopted Community Engagement Policy and Public Transparency Policy.

1.2 Our Purpose

Organisational Vision

We will foster a prosperous, healthy and sustainable community.

Our Mission

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

Our Workplace Values

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

1.2.1 What Our Community Said

The Budget evolves from Maroondah 2040 - Our future together. Broad engagement was undertaken in both the development, and recent interim review, of the Maroondah 2040 Community Vision. This engagement included surveys, forums, workshops and events with community members, stakeholders, Advisory Committees and employees.

The Budget has also been informed by the outcomes of recent engagement undertaken for the Maroondah COVID-19 Recovery Plan, including over 3,000 community survey responses; and broad scale engagement for the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 during 2019 and 2020.

1.2.2 Deliberative Engagement

Over a period of six weeks, and ten sessions, a panel of 40 community members came together to deliberate on the topics of health and wellbeing; liveable communities; environment; and assets. The inputs and recommendations from this panel have informed the Finance Plan, Council Plan 2021-2025, and four-year Budget and will also inform a range of Council's future strategic work, projects and service delivery.

1.3 Strategic Objectives

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

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

Outcome Area	Vision Statements
<i>1. A safe, healthy and active community</i>	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.
<i>2. A prosperous and learning community</i>	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.
<i>3. A vibrant and culturally rich community</i>	In 2040, Maroondah will be a vibrant and creative community recognised for celebration of the arts, cultural expression and diverse entertainment options.
<i>4. A clean, green and sustainable community</i>	In 2040, Maroondah will be a resilient community committed to sustainable living, enhancing our natural environment, and providing leadership in responding to climate change.
<i>5. An accessible and connected community</i>	In 2040, Maroondah will be accessible for all ages and abilities with walkable neighbourhoods, sustainable transport options, and a safe integrated transport network.
<i>6. An attractive, thriving and well built community</i>	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.
<i>7. An inclusive and diverse community</i>	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.
<i>8. A well governed and empowered community</i>	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.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2023/2024 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability.

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

Service and Description		2021/2022 Actual \$'000	2022/2023 Forecast \$'000	2023/2024 Budget \$'000
Youth and Children's Services				
These services work to raise the wellbeing of Maroondah's children, young people and their families by performing a wide range of roles and functions. Key services and functions include:	Inc	1,048	1,231	793
	Exp	2,888	3,347	2,847
	Surplus / (deficit)	(1,840)	(2,116)	(2,054)
<ul style="list-style-type: none"> Youth development programs, individual support services and events for young people Occasional Care Services for children Information and education sessions for parents Professional learning program for early childhood educators Working with schools to enhance student wellbeing through the School Focussed Youth Service Maroondah Positive Education Network Capacity building initiatives for professionals including education and professional networks Supporting kindergartens Facility provision and management Community and online engagement Strategic planning, projects and sector development 				
Community Health				
Council plays an instrumental role protecting and promoting the health and wellbeing of the community through education and prevention strategies while supporting sustainable safe environments. A broad range of proactive and reactive activities are undertaken to reduce public health risks that include:	Inc	631	750	753
	Exp	1,547	1,544	1,661
	Surplus / (deficit)	(916)	(794)	(908)
<ul style="list-style-type: none"> The registration and assessment of food and health businesses Statutory food and water sampling Communicable disease investigations Immunisation Services Preventative health services & health promotion activities Environmental pollution and remediation activities <p>The team also coordinates the Maroondah Liveability, Safety and Amenity Advisory Committee</p>				

Service and Description		2021/2022 Actual \$'000	2022/2023 Forecast \$'000	2023/2024 Budget \$'000
Emergency and Recovery Management				
The Emergency Management area facilitates Council's planning and readiness to mitigate, respond to and recover from emergencies within the municipality. The Emergency Management team take a lead role in supporting the emergency management partnership with eastern region Councils and resource sharing	Inc	93	-	-
	Exp	455	141	148
	Surplus / (deficit)	(362)	(141)	(148)
Community Well Being				
This team oversees the integrated planning and delivery of Council activities in accordance with organisational goals, objectives and budgets. The team facilitates: <ul style="list-style-type: none"> community wellbeing initiatives, including developing a future operational model for the Croydon Community Wellbeing precinct disability advocacy, social research, community safety, and on-the-ground community development activities. <p>It also leads Council policy development on social issues such as affordable housing and gender equity and gambling.</p> <p>The team supports the following Committees:</p> <ul style="list-style-type: none"> Maroondah Access Inclusion and Equity, Maroondah Community Health and Wellbeing, Maroondah Disability Advisory, Maroondah Liveability Safety and Amenity, as well as the Maroondah Communities of Wellbeing initiative. <p>In addition, the team oversees:</p> <ul style="list-style-type: none"> Council's Community Grants funding program, supports the work of the Maroondah Liquor Accord, coordinates the Maroondah's Community Houses Network, supports Preventing Violence Against Women and gender equity activities, leads disability initiatives and advocacy 	Inc	8	219	1
	Exp	1,310	1,591	1,750
	Surplus / (deficit)	(1,302)	(1,372)	(1,749)

Service and Description		2021/2022 Actual \$'000	2022/2023 Forecast \$'000	2023/2024 Budget \$'000
Leisure and Aquatics, Stadiums, Golf and Sports fields				
<p>These three (3) teams provide a broad range of services and activities from a range of community facilities and open space assets, to meet the needs of Maroondah's diverse community. The teams provide support, management and operation of Council's major leisure facilities, including:</p> <ul style="list-style-type: none"> • Aquahub • Aquanation • Croydon Memorial Pool • Dorset Golf • Ringwood Golf • The Rings • Maroondah Nets; and • Maroondah Edge <p>In addition, the Golf and sports fields team provides maintenance and renewal of Council's 48 sports fields, which includes cricket pitch turf management. The teams also have a strong focus on service co-ordination and policy development.</p>	Inc	13,668	21,496	23,365
	Exp	17,857	22,184	23,259
	Surplus / (deficit)	(4,189)	(688)	106
Sports, Recreation and Events				
<p>This team supports and encourages community involvement in physical activity via direct and indirect service provision through:</p> <ul style="list-style-type: none"> • Casual and seasonal allocation of sports fields and pavilions; • Community Facilities Tenancy agreement development and management; • Events (including Maroondah Carols and Maroondah Festival); direct service provision, support and advice for community-based events; • Community sporting liaison and advocacy; capital works project planning and co-ordination; • Promotion of participation in physical activity; information dissemination and direct liaison with sport and recreation groups; • Leisure planning and policy development; and <p>Facility management of 72 community buildings and club development initiatives.</p>	Inc	1,038	715	723
	Exp	1,889	1,480	1,416
	Surplus / (deficit)	(851)	(765)	(693)
Maternal and Child Health Services				
<p>This is a state-wide universal service for families with children from birth to school age. The service is delivered at seven Maternal and Child Health centres across the municipality and is provided in partnership with the Department of Families, Fairness & Housing. Council also provides an enhanced MCH service focusing on children, mothers, fathers, parents and families at risk of poor health and community wellbeing outcomes. The service also works in close partnership with a wide range of external organisations such as Eastern Health, EACH, CYMHS (Child and Youth Mental Health Services), ECLC (Eastern Community Legal Centre) and Refugee Health Services to deliver innovative and targeted programs to ensure the wellbeing of children and families connected with the service.</p>	Inc	1,523	1,806	1,383
	Exp	2,902	3,360	3,048
	Surplus / (deficit)	(1,379)	(1,554)	(1,665)

Major Initiatives (Priority Actions)

- 1) Review, update and implement Council's Physical Activity Strategy; and develop and implement a Stadium Sport Strategy
- 2) Finalise and implement the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 (including the Health and Wellbeing Action Plan and Positive Ageing Framework and Action Plan 2021-2025) in accordance with the Public Health and Wellbeing Act 2008
- 3) 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
- 4) Continue to monitor the social and economic impacts of the COVID-19 pandemic and provide responses aligned to community needs
- 5) Work in partnership with the Victorian Government to support the construction of a new hospital in Maroondah to ensure the location and construction maximises community benefit

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Food Safety	Health And Safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100
Maternal and Child Health	Participation	Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

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

Service and Description		2021/2022 Actual \$'000	2022/2023 Forecast \$'000	2023/2024 Budget \$'000
Business & Activity Centre Development				
<p>The key focus of these services is to strengthen the local economy, recognising that a healthy community is built on a strong local economy. The team stewards investment attraction and development of the:</p> <ul style="list-style-type: none"> the Ringwood Metropolitan Activity Centre Croydon Major Activity Centre and 31 Local centres across the municipality <p>as well as the Bayswater Business Precinct which is a precinct of regional significance shared with Knox and Yarra Ranges City Councils.</p> <p>The team delivers a collaborative co-workspace, business programs, workshops and events and information all designed to develop, strengthen, connect and celebrate our businesses as well as developing partnerships which are critical to delivery such as:</p> <ul style="list-style-type: none"> business investors governments education providers and others. 	Inc	125	277	274
	Exp	1,298	1,460	1,458
	Surplus / (deficit)	(1,173)	(1,183)	(1,184)
Libraries				
<p>Maroondah City Council provides two library facilities – one in Realm and one in Croydon, delivered under a regional Business Enterprise partnership model with the Eastern Regional Libraries Corporation.</p>	Inc	-	-	-
	Exp	3,061	3,085	3,156
	Surplus / (deficit)	(3,061)	(3,085)	(3,156)

Major Initiatives (Priority Action)

- 6) Advance planning to reinforce the sense of place and Local Neighbourhoods to enable people the choice to live local through the provision of services and daily needs from across a network of neighbourhoods within Maroondah
- 7) Work in partnership to implement the Bayswater Business Precinct Transformation Strategy and investigate and implement innovative opportunities to enhance business capability, skill development, employment and education pathways for the manufacturing sector
- 8) Work in partnership to plan for and support the Victorian Government three- and four year old kindergarten reforms, including advocating for funding at all levels of Government for new and redeveloped facilities to enable these reforms in Maroondah
- 9) Implement the Ringwood Metropolitan Activity Centre Master Plan including enhancing the Maroondah Highway boulevard and Staley Gardens
- 10) Successfully transition the Eastern Regional Libraries service to a Beneficial Enterprise Model

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x100

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

Service and Description		2021/2022 Actual \$'000	2022/2023 Forecast \$'000	2023/2024 Budget \$'000
Arts and Cultural Development				
Arts, creativity and cultural vitality are a key part of Maroondah's liveability. This team presents, supports and facilitates a wide range of creative opportunities across Maroondah, ensuring a culturally rich and vibrant municipality in line with the community's aspirations.	Inc	213	337	352
	Exp	1,270	1,464	1,566
	Surplus / (deficit)	(1,057)	(1,127)	(1,214)
The team develops and delivers dynamic and exciting arts programming for all ages and abilities within high calibre indoor and outdoor arts spaces. All art forms are included, from visual arts to music, from performance to digital media. Innovative visual and performing arts programming, including arts incubators and the R & M McGivern Prize valued at \$25,000, bring highly skilled artists and a wide range of visitors to Maroondah from across the eastern region and beyond.				
Karralyka Centre				
This is a premier theatre and function centre in Melbourne's eastern suburbs and the only such facility of this size in Maroondah. The theatre has a seating capacity of 430 and delivers a season of theatre for the community including: <ul style="list-style-type: none"> Morning Melodies children's theatre and drama workshops comedy musical and dramatic performances Karralyka partners with local theatre groups to promote and develop performing arts in the community. The theatre generates positive demand as a 'venue for hire', and regularly hosts local school and corporate performances and seminars. Karralyka is a flexible function and conference venue with a total capacity for 550 seated guests. Karralyka manages its food and beverage operations in-house. The kitchen facilities at Karralyka are also used to prepare food for Council's Meals on Wheels service (including Knox City Council and emergency supply as required). The Maroondah Federation Estate and Maroondah Community Halls are also managed through Karralyka.	Inc	2,227	3,160	3,342
	Exp	3,348	3,475	3,447
	Surplus / (deficit)	(1,121)	(315)	(105)

Major Initiatives (Priority Actions)

- 11) Design the Karralyka redevelopment, and undertake staged redevelopment works
- 12) 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

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

Service and Description		2021/2022 Actual \$'000	2022/2023 Forecast \$'000	2023/2024 Budget \$'000
Natural Environment (bushland Management, Parks and Open Space, and Tree Maintenance)				
<p>There are three (3) distinct teams that maintain and manage aspects of Maroondah's Natural Environment, including Bushland Management, Parks and Open Space, and Tree Maintenance.</p> <p>The Bushland Management team maintains over 50 bushland reserves, which involves proactively supporting and protecting biodiversity and maintaining appropriate fire breaks. The team also works closely and proactively with Council's bush reserve 'Friends of Groups' to support and assist with the maintenance of Maroondah's Bushland Reserves.</p> <p>The Parks and Open Space team maintains Maroondah's extensive parks and gardens, including proactive and reactive maintenance of landscaped areas, and grass mowing.</p> <p>The Tree Maintenance team manage power line clearance, the reactive tree maintenance program, tree data capture program and Council's Tree Improvement program (which includes tree planting in streets and reserves).</p>	Inc	50	50	60
	Exp	10,484	10,474	10,688
	Surplus / (deficit)	(10,434)	(10,424)	(10,628)
Waste Management				
<p>This team provides residential and commercial waste services to the Maroondah community, including public recycling bins, street litter bins, parks and reserves bins and Council facilities bins. They manage kerbside collection, receipt and sorting, green organics, land fill supply and hard waste contracts. Services also include the on-call hard waste collection, a schools and community waste education program, and planning to meet future waste management needs, including the rollout of the new Food and Garden Organics (FOGO) service.</p>	Inc	139	-	-
	Exp	15,791	18,491	20,435
	Surplus / (deficit)	(15,652)	(18,491)	(20,435)

Major Initiatives (Priority Actions)

- 13) Work in partnership to deliver the staged implementation of the Reimagining Tarralla Creek project
- 14) Implement Council's *Sustainability Strategy 2022-2031*, including development of a Climate Change Plan integrating carbon reduction and climate adaptation measures
- 15) Develop and implement *Council's Waste, Litter and Resource Recovery Strategy 2020-2030*
- 16) Prepare and implement a series of Biolink Action Plans that implement the Maroondah Habitat Connectivity Study
- 17) Implement a streetscape enhancement program, including a significant increase in tree planting

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Waste management	Waste Diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

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

		2021/2022	2022/2023	2023/2024
Service and Description		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Asset Management				
The Asset Management team provides specialist advice and support to facilitate improved asset management capabilities for the organisation, including: <ul style="list-style-type: none"> • Strategic asset management • Implementation and development of Council's corporate asset and works management system • Management of all corporate data relating to Council's assets • Cyclical proactive inspections of Council's assets in accordance with Council's Road Management Plan; and Development of Council's annual capital works programs relating to roads, car parks, laneways, shared paths, community facilities, and open space assets	Inc	40	14,991	46
	Exp	1,644	16,811	1,932
	Surplus / (deficit)	(1,604)	(1,820)	(1,886)
Engineering Services				
Engineering Services provides professional advice and technical expertise in a wide range of infrastructure areas including traffic and transport investigations, strategic transportation issues, stormwater drainage investigations and flood management strategies.	Inc	1,046	1,197	1,374
	Exp	2,295	2,362	2,286
	Surplus / (deficit)	(1,249)	(1,165)	(912)
The team is also responsible for various statutory approval functions in relation to private developments including: <ul style="list-style-type: none"> • assessment of engineering and construction and management plans, • assessment and approval of report and consents, • asset protection and other engineering applications, • supervision of engineering works relating to developments along with construction site and • general infrastructure compliance activities. The team is responsible for the engineering related component of Council's Capital Works Program including: <ul style="list-style-type: none"> • management of design consultants, • the tendering and contract process, and the supervision of construction works.				

Major Initiatives (Priority Actions)

- 18) Work in partnership with the Victorian Government to implement road improvement works at: New Street, Ringwood; Reilly Street and Wantirna Road, Ringwood; Eastfield Road, Ringwood East; and Plymouth Road and Kirtain Drive, Croydon. Undertake carpark improvement works at: McAlpin Reserve, Ringwood North; and Dorset Recreation Reserve, Croydon
- 19) Design and construct an activity centre carpark in Ringwood
- 20) Work in partnership with the Victorian Government to support the removal of level crossings at Bedford Road Ringwood; Dublin Road Ringwood East and Coolstore Road Croydon; and the construction of new stations at Ringwood East and Croydon

- 21) Advocate to the Australian and Victorian Governments for the provision of new and upgraded transportation infrastructure in Maroondah
- 22) 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

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

		2021/2022	2022/2023	2023/2024
Service and Description		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Building Services				
<p>The Building Services team ensures the compliance of existing and proposed buildings in Maroondah with the Building Act and Regulations and provides advice on variations to Building Regulations and swimming pool/spa safety barriers, building permits and inspections.</p> <p>The Building Services team also issue building permits for building works and conduct the inspections related to the permits issued.</p> <p>The team perform a statutory function relating to report and consent (dispensation) applications and Hoarding Permits under the Building Regulations, co-ordinate Section 29A reports for demolition and provide property and building permit information on application.</p>	Inc	576	787	548
	Exp	1,232	1,501	1,473
	Surplus / (deficit)	(656)	(714)	(925)
Built Environment				
<p>This team provides pro-active and reactive maintenance of Council's infrastructure assets including roads, footpaths and drains. The team also provides pro-active cleaning of all drainage pits within road reserves, programmed street sweeping, public toilet & BBQ cleaning, graffiti removal, and plant and fleet management for all Council's vehicles (including the workshop).</p>	Inc	109	87	80
	Exp	7,557	7,657	7,833
	Surplus / (deficit)	(7,448)	(7,570)	(7,753)
Statutory Planning				
<p>Council has the responsibility for delivering town planning land use and development advice and assessments to diverse residential and commercial communities. These residential and commercial land uses are set in a unique urban environment with high levels of amenity protected by various landscape and environmental controls as set out in the Maroondah Planning Scheme.</p> <p>The role of statutory planning is to manage and consult with the community on changes and ensure that such changes are to the social, environmental and economic betterment of the City.</p> <p>\$4.0M income is restricted for Public Open Space.</p>	Inc	5,054	6,608	6,498
	Exp	2,842	2,904	2,910
	Surplus / (deficit)	2,212	3,704	3,588

		2021/2022	2022/2023	2023/2024
Service and Description		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Strategic Planning and Sustainability				
This function carries oversight of the Maroondah Planning Scheme to ensure efficient and effective economic, social and environmental outcomes for the City, this includes: <ul style="list-style-type: none"> reviewing the Maroondah Planning Scheme, undertaking supporting strategic studies such as neighbourhood character and vegetation, preparing housing strategies and structure plans for activity centres, identifying and recommending places of heritage significance, preparing and considering planning scheme amendments, and working in partnership with a range of stakeholders to deliver projects such as Greening the Greyfields. <p>This function also assists with the development and implementation of integrated and sustainable transport services for the community along with a range of environmental sustainability initiatives and programs for both the community and Council services. This includes support for the Eastern Alliance for Greenhouse Action (EAGA), a formal collaboration of eight Councils in Melbourne's east, working together on regional programs that reduce greenhouse gas emissions and facilitate regional adaptation. The team also supports the Maroondah Environment Advisory Committee.</p>	Inc	1,093	1,072	694
	Exp	2,467	3,075	2,505
	Surplus / (deficit)	(1,374)	(2,003)	(1,811)

Major Initiatives (Priority Actions)

- 23) Develop a new Croydon Structure Plan and prepare a planning scheme amendment to incorporate the policy into the Maroondah Planning Scheme
- 24) Work in partnership to implement the Greening the Greyfields project to facilitate a sustainable approach to urban redevelopment in identified residential precincts
- 25) Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct
- 26) 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

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Statutory Planning	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Roads	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100

renewal intervention level set by
Council and not requiring renewal)

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

		2021/2022	2022/2023	2023/2024
Service and Description		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Aged and Disability Services				
Council provides the Commonwealth Home Support Program (CHSP) which includes: Delivered Meals; Social Support Groups; and Occupational Therapy services to eligible residents who are 65 years of age or more (50+ years for people of Aboriginal and/or Torres Strait Islander identity). CHSP is for people who require support to remain independent and safe in their home, maximise their wellbeing and connected to their community.	Inc	2,039	2,144	2,110
	Exp	3,235	3,305	3,602
	Surplus / (deficit)	(1,196)	(1,161)	(1,492)
<p>The team also provides support for residents under the age of 65 years who need assistance to navigate and/or advocate for access and supports through National Disability Insurance Scheme (NDIS).</p> <p>The Maroondah Connect program provides a local point of contact for Maroondah residents who have difficulty navigating and accessing the new service systems and local services and need person-centred, local solutions to respond to the various needs due to vulnerability or risk of adverse outcomes. The team provide community outings and events for seniors such as:</p> <ul style="list-style-type: none"> Library, shopping & outings Carer support groups Buried in Treasures (BITS) peer support (for people affected by hoarding) and offer support to Senior Citizens Clubs and other older persons groups <p>The Active and Health Ageing Initiative engages community partners to establish sustainable wellbeing-related activities for older residents. Short courses, seminars and forums are run to enhance people's capacity to make positive changes to their living situations, independence and wellbeing (for example: Buried in Treasures for people affected by hoarding; Good Food for Me to improve nutrition and independence in meal preparation).</p>				

Major Initiatives (Priority Actions)

- 27) Investigate and implement additional female changing facilities at local sporting venues
- 28) Implement the *Gender Equality Act 2020*, including the *Maroondah Gender Equality Action Plan 2021-2025*
- 29) Continue to monitor and respond to Australian Government Aged Care Reforms to ensure that Council services adapt appropriately to meet current and future community needs, and advocate for ongoing support and care for Maroondah senior citizens

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

Service and Description		2021/2022 Actual \$'000	2022/2023 Forecast \$'000	2023/2024 Budget \$'000
Communications & Engagement				
This team has both a corporate and an operational responsibility for the management of communications, public relations, media and engagement for Council promoting the work and achievements of Council and keeping the community informed and engaged. They provide information and promotion on all Council services, Communication activities and events across a range of channels. Activities include: <ul style="list-style-type: none"> advertising and newsletters communication and advocacy campaigns Corporate identity and marketing Council branding development of style guides and related policies eNewsletters internal communications and Intranet Management of corporate and civic events Management of Council's e-Communications production of publications social media and websites 	Inc	-	4	-
	Exp	1,644	2,009	2,527
	Surplus / (deficit)	(1,644)	(2,005)	(2,527)
Customer Service				
This team manages and operates Council's multi-channel Contact Centre, including inbound and outbound telephone enquiries, live chat, and a range of digital channels. The provision of in-person customer contact via service centres is also delivered in Realm and Croydon Library. They seek to be a responsive customer service and assist the organisation to connect its services to the community as a centralised point of contact to access Council services. The Customer Service team operates a 10-seat call centre and two Customer Service centres (at Croydon and Realm) that support in-person enquiries, community information, and customer payments. The Customer Service team directly answers and responds to over 100,000 phone calls, 22,147 live chats (including Facebook messenger, SMS & Snap Send Solve) and over 27,000 receipting transactions per annum	Inc	-	-	-
	Exp	1,423	1,465	1,309
	Surplus / (deficit)	(1,423)	(1,465)	(1,309)
Governance & Procurement				
This team provides administration and civic support to Councillors, develops Council agendas and minutes, organises citizenship ceremonies, ensures Council-wide statutory compliance and provides governance advice to Council. They also assist Council's Service Areas in the best value purchasing of goods and services through the strategic development and co-ordination of the purchasing, tendering and contract management processes.	Inc	113	34	-
	Exp	750	851	978
	Surplus / (deficit)	(637)	(817)	(978)

Service and Description		2021/2022 Actual \$'000	2022/2023 Forecast \$'000	2023/2024 Budget \$'000
Council Planning				
<p>The team oversees the development and implementation of the:</p> <ul style="list-style-type: none"> community vision, Maroondah 2040 (to become Maroondah 2050), coordinates the development and implementation of the Maroondah Health and Wellbeing Plan, Disability Policy and Action Plan and Reconciliation Action Plan. <p>The team also coordinates:</p> <ul style="list-style-type: none"> the preparation of the Annual Report and Council Plan facilitates service delivery planning across the organisation coordinates reporting on the Local Government Performance Reporting Framework and supports organisation wide policy development and strategy development. 	Inc	-	-	-
	Exp	216	276	463
	Surplus / (deficit)	(216)	(276)	(463)
Executive Office				
<p>The Chief Executive Officer oversees total management of the Council and is responsible for high level decisions regarding policy and strategy and is the main point of communication between Council and corporate operations. The Executive team provides support for the Mayor and Councillors and Corporate Management Team and coordinates key stakeholder management and advocacy effort.</p>	Inc	4	5	5
	Exp	1,180	1,475	1,737
	Surplus / (deficit)	(1,176)	(1,470)	(1,732)
Asset Projects and Facilities				
<p>The Projects and Facilities team is responsible for the delivery of facility and open space capital works projects, as well as the proactive and reactive maintenance of all of Maroondah's community facility assets. Specific team functions includes:</p> <ul style="list-style-type: none"> Design and construction management Contract administration Regulatory/compliance inspections/assessments Repairs/rectification Building Access and security management <p>In addition, the team works closely with the users and operational managers on all aspects of Maroondah's community facility assets.</p>	Inc	13	-	-
	Exp	2,848	2,364	2,291
	Surplus / (deficit)	(2,835)	(2,364)	(2,291)

		2021/2022	2022/2023	2023/2024
Service and Description		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Financial Services				
This team provides financial management that complies with legislative requirements and ensures that planning and budgeting activities meet Maroondah's vision and the long-term financial sustainability of Council. The services include: <ul style="list-style-type: none"> • accounts payable, • financial accounting (including reconciliations, financial accounts and statutory returns), • management accounting (including annual budget, monitoring and reporting) • and strategic project analysis. The payroll team manages payroll systems and processes, remuneration services, reporting and policy development and review.	Inc	9,898	131	138
	Exp	9,148	1,305	1,034
	Surplus / (deficit)	750	(1,174)	(896)
Realm Operations				
This team provides operational support for the Realm Complex consisting of the public building (Realm West) and the administration building (Realm East). Service includes: <ul style="list-style-type: none"> • room bookings and setup • catering, car parking • building maintenance requests • courier services • management of the cleaning contract and the broader facility. 	Inc	13	35	40
	Exp	878	865	895
	Surplus / (deficit)	(865)	(830)	(855)
COVID-19 Pandemic				
Specific funding made available for Council to assist towards community recovery and relief as a result of the impacts of the COVID-19 pandemic.	Inc	911	298	-
	Exp	1,363	468	5
	Surplus / (deficit)	(452)	(170)	(5)

		2021/2022	2022/2023	2023/2024
Service and Description		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Workplace People & Culture				
This service provides a comprehensive range of organisational management and employee support including: <ul style="list-style-type: none"> advisory services for both internal and external candidates seeking employment opportunities within Council corporate change management and process improvement activities employee and industrial relations advice employee and leadership development employee engagement and cultural development employment contracts management enterprise agreement negotiation and award interpretation induction job design and analysis remuneration and benchmarking selection and recruitment workforce planning workplace relations management The team also provide management of Council's safety management system which includes: <ul style="list-style-type: none"> reviewing and updating OH&S policies; OH&S training; hazard identification; inspections and reporting OH&S consultative processes; Advisory services for the community, particularly relating to OH&S requirements for Council's facilities and buildings. The WorkCover and Injury management aspect of the service involves management of: <ul style="list-style-type: none"> rehabilitation and the return to work program the employee assistance program employees' health and wellbeing initiatives and development of associated policies 	Inc	-	-	-
	Exp	2,245	2,445	2,507
	Surplus / (deficit)	(2,245)	(2,445)	(2,507)

		2021/2022	2022/2023	2023/2024
Service and Description		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Cyber and Technology				
This team provides core services and support to internal Council employees which indirectly benefits the community through the provision of information technology infrastructure and systems to all Council teams, enabling efficient and effective service delivery to the community. They provide back of house technical support for Council's public facing websites; the enablement and provision of secure electronic transactions through Council's eServices; and a public facing online mapping system for the community to access via Council's primary website.	Inc	-	3	-
	Exp	4,784	5,609	6,003
	Surplus / (deficit)	(4,784)	(5,606)	(6,003)
Local Laws				
The Local Laws Team provides a broad range of services including 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 prevention, and managing Maroondah's school crossings. Undertakes the appeals and prosecution processes (where applicable) for the organisation's compliance teams	Inc	2,737	3,069	3,179
	Exp	3,606	3,716	4,116
	Surplus / (deficit)	(869)	(647)	(937)
Revenue				
This team provides, develops and implements: <ul style="list-style-type: none"> Revenue policy and strategy development, the annual rating strategy, statutory declarations and notices, and rate and charge generation. They also issue rate notices, develops revenue projections, manage concessions and leads Council's debt recovery. Pay the State Government for general property valuations, supplementary rating valuations, non-rating valuations, the Fire services Levy collects reviews from rateability of properties. 	Inc	282	281	373
	Exp	1,316	1,456	1,670
	Surplus / (deficit)	(1,034)	(1,175)	(1,297)
Property Management				
This team Manages Council's property and leases portfolio.	Inc	520	643	688
	Exp	423	413	370
	Surplus / (deficit)	97	230	318

		2021/2022	2022/2023	2023/2024
Service and Description		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Risk, Information and Integrity Management				
This team oversees the implementation of the risk management framework across Council, the development of risk treatment plans and administration of the risk register. They also provide risk management advice and training to Council service areas. Mitigation of Council's liability is achieved through effective claims management, and the team also maintains appropriate insurance cover for insurable assets and liabilities. They also provides administration of Council's corporate recordkeeping system which includes:	Inc	4	1,148	1
	Exp	2,332	2,436	2,967
	Surplus / (deficit)	(2,328)	(1,288)	(2,966)
<ul style="list-style-type: none"> • mail processing • systems management and file movement • archival, retrieval • FOI • privacy & Fraud Mitigation 				

Major Initiatives

- 30) Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the Australian and Victorian Government elections in 2024/25 and 2026/27
- 31) Implement and deploy the *Customer Service Strategy 2020* that will continue to advance Council's commitment to be highly responsive and customer focused
- 32) Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2024 for the 2024-2028 period
- 33) Develop a strategy for Connected Communities involving digitising metrics to understand and respond efficiently to community needs.
- 34) Enhance connections between Council's statutory committees (including advisory committees) and the Integrated Planning Framework to ensure alignment with emerging community priorities
- 35) Engage the community in developing a new Community Vision and prepare the *Council Plan 2025-2029* following election of a new Council
- 36) Undertake a review of a range of Council technological systems
- 37) Evolve organisational capacity and implement systems to minimise risks to cybersecurity impacts

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Governance	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions

2.9 Reconciliation with budgeted operating result

(Note: This reconciles to the budgeted Comprehensive Result from Operations as shown on the Comprehensive Income Statement included in Section 4

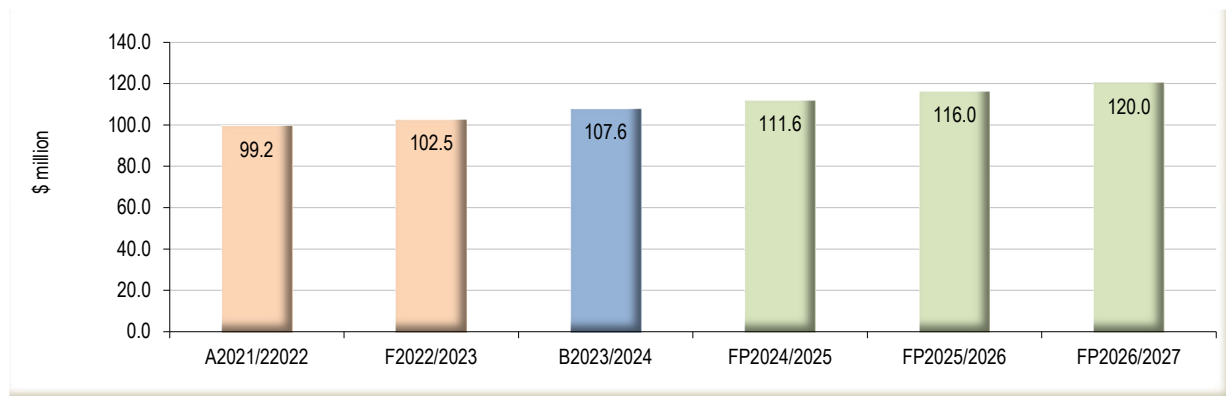
	Surplus/ (Deficit) \$'000	Expenditure \$'000	Revenue \$'000
A safe, healthy and active community	(7,113)	34,130	27,017
A prosperous and learning community	(4,340)	4,614	274
A vibrant and culturally rich community	(1,319)	5,013	3,694
A clean, green and sustainable community	(31,063)	31,123	60
An accessible and connected community	(2,798)	4,218	1,420
An attractive, thriving and well built community	(6,901)	14,721	7,820
An inclusive and diverse community	(1,492)	3,602	2,110
A well governed and empowered community	(24,448)	28,872	4,424
Total services and initiatives	(79,474)	126,293	46,819
Expenses added in:			
Depreciation	28,862		
Amortisation	1,523		
Other non-attributable	93		
Surplus/(Deficit) before funding sources	(109,952)		
Funding sources			
Rates and charges	107,639		
Funding assistance	5,100		
Capital grants & Contributions	32,476		
Interest	1,132		
Total funding sources	146,347		
Surplus for the year	36,395		

3. Summary of financial position

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

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

3.1 Total Rates & Charges



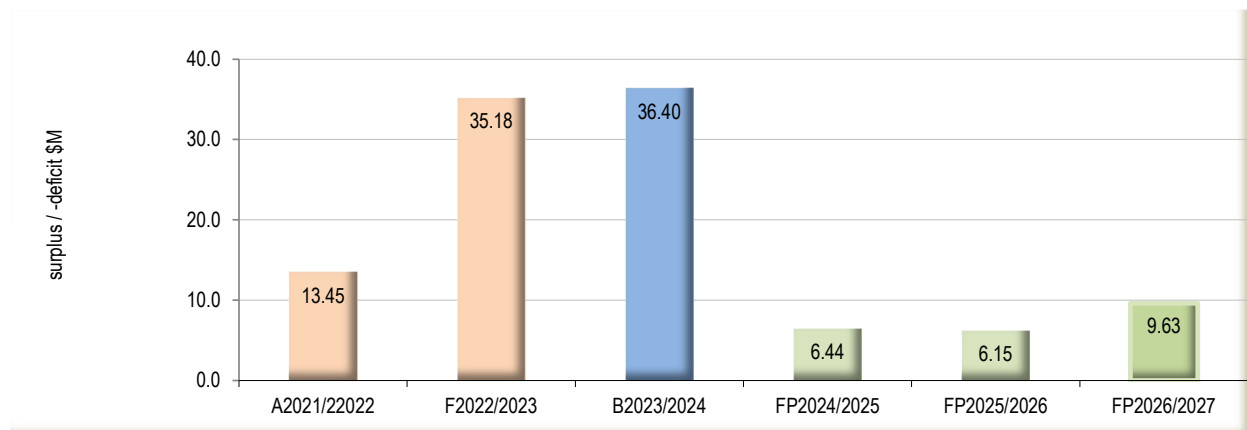
A = Actual F = Forecast B = Budget FP = Financial Plan estimates

Source: Section 5

Rates will increase by 3.50% (as applied to the Base Average Property Rate in accordance with ESC formulae) and waste charges to increase by 9.80% in 2023/2024 year in line with contract obligations and planning the implementation of Victoria's Recycling Policy. Total rates and charges of \$107.64 million, which includes \$0.51 million generated from supplementary rates. This rate increase is in line with Council's rating strategy.

Future rate increases are tied to the assumed rate cap each year based on predicted annual CPI increases (as applied to the Base Average Property Rate in accordance with ESC formulae). Waste charges are estimated to increase by 9.80% in 2023/2024, 5.1% in 2024/2025, 6.0% in 2025/2026 and by 4.5% in 2026/2027. The increase in the waste charge is to anticipate the State requirements of the circular economy and ensuring Council meets the required outcomes of the State Government's Policy Paper *'Transforming Recycling in Victoria'*.

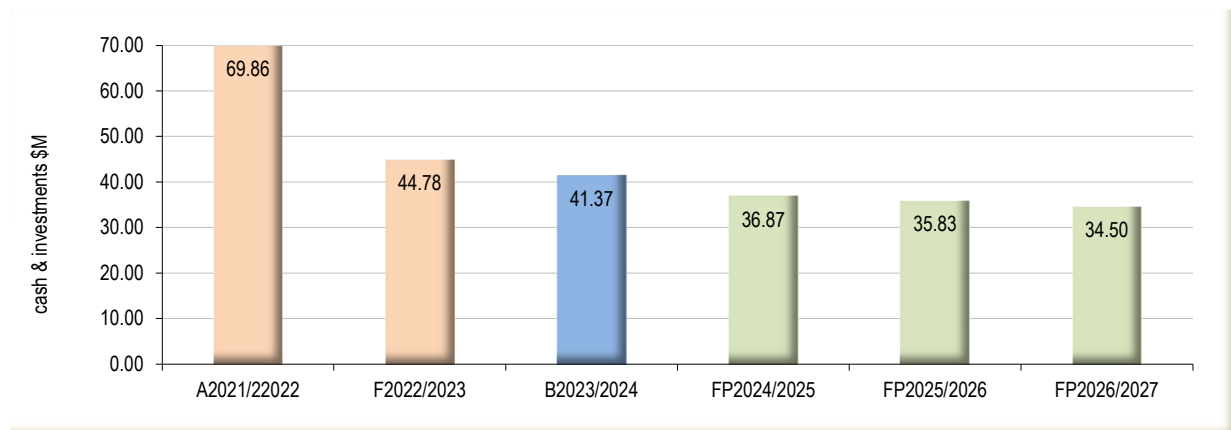
3.2 Comprehensive result



Source: Section 5

The expected comprehensive result for the 2023/2024 year is a surplus of \$36.40 million, which is an increase of \$1.22 million over the 2022/2023 Forecast Budget. It is anticipated that a surplus result will be achieved throughout the Financial Plan period. The forecast comprehensive result for the 2022/2023 year is a surplus of \$35.18 million which is better than the adopted budget provision by \$9.54 million due to the inclusion of carried forward grants, unbudgeted new grants, and savings achieved. However, the comprehensive result is not the only measure that identifies Council's position in ensuring financial sustainability and delivering services, given that it comprises of income of a capital nature and grants. Hence, Council continues to measure the underlying result as well as the comprehensive result, when considering particular decisions.

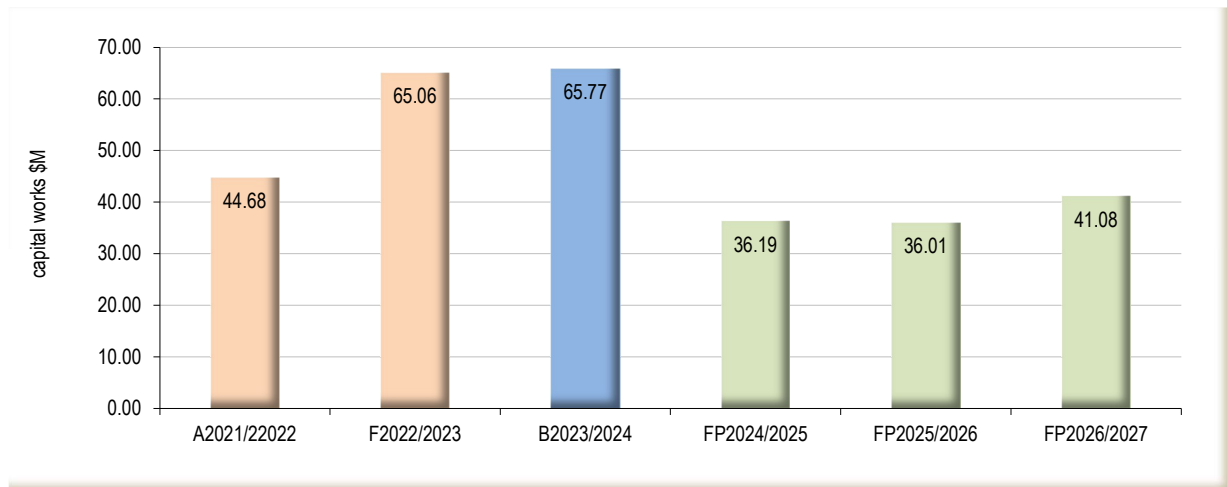
3.3 Cash and investments



Source: Section 5

Cash and investments are expected to decrease by \$3.41 million during the year to \$41.37 million (Cash and cash equivalents \$24.80 million and Financial Assets \$16.57 million) as at 30 June 2024. The decrease in cash and investments is in line with Council's Financial Plan. The higher level of cash and investments for 2021/2022 relates to the receipt of capital grants relating to multi-level carparks. Cash and investments are forecast to be \$44.78 million as at 30 June 2023. Council cash has been impacted by over \$20 million over the 2019/2020, 2020/2021 and 2021/2022 year mainly as a result of COVID. Future years cash and investments are estimated to remain stable.

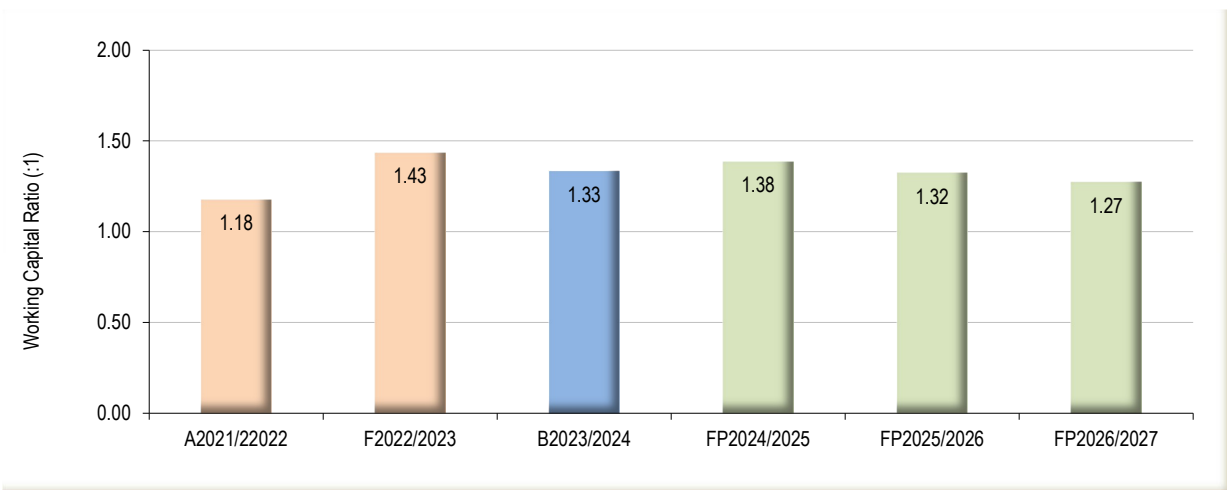
3.4 Capital expenditure



Source: Section 5

The capital works program for the 2023/2024 year is expected to be \$65.77 million of which \$32.2 million will come from external grants, contributions of \$0.2 million and \$0.6million will be funded by sale of assets and the balance \$32.71 million internally through general rates and cash holdings. The priorities for the capital expenditure program have been established through a rigorous process of consultation that has enabled Council to assess community needs and develop sound business cases for each project.

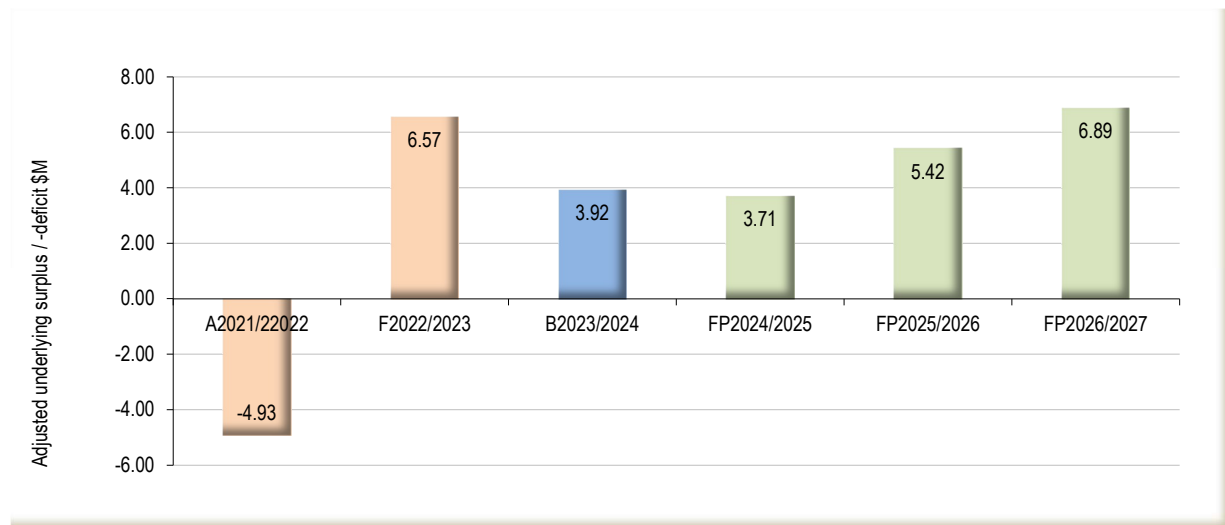
3.5 Financial Position (Working Capital)



Source: Section 5

The working capital ratio calculated as Current Assets divided by Current Liabilities is a key indicator to assess Council's ability to meet current commitments. The expected working capital ratio for 2023/2024 is 1.33 which means that Council can meet its short-term obligations and has sufficient cash or operating liquidity remaining to meet fluctuating cash levels during the year. Future years (2024/2025 to 2026/2027) are expected to remain relatively steady and positive.

3.6 Financial Sustainability



Source: Section 5

A Financial Plan for the years 2023/2024 to 2032/2033 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Financial Plan is financial sustainability in the medium to longer term, while still achieving Council's future outcome areas (strategic objectives) as specified in the Council Plan. The adjusted surplus result, which is a measure of financial sustainability, portrays positive outcomes in terms of net surplus comprehensive results for the entire ten-year period outlook (2023/2024 to 2032/2033). This can be achieved after absorbing the impact of borrowing and the graduated increase in the superannuation guarantee by the Federal Government.

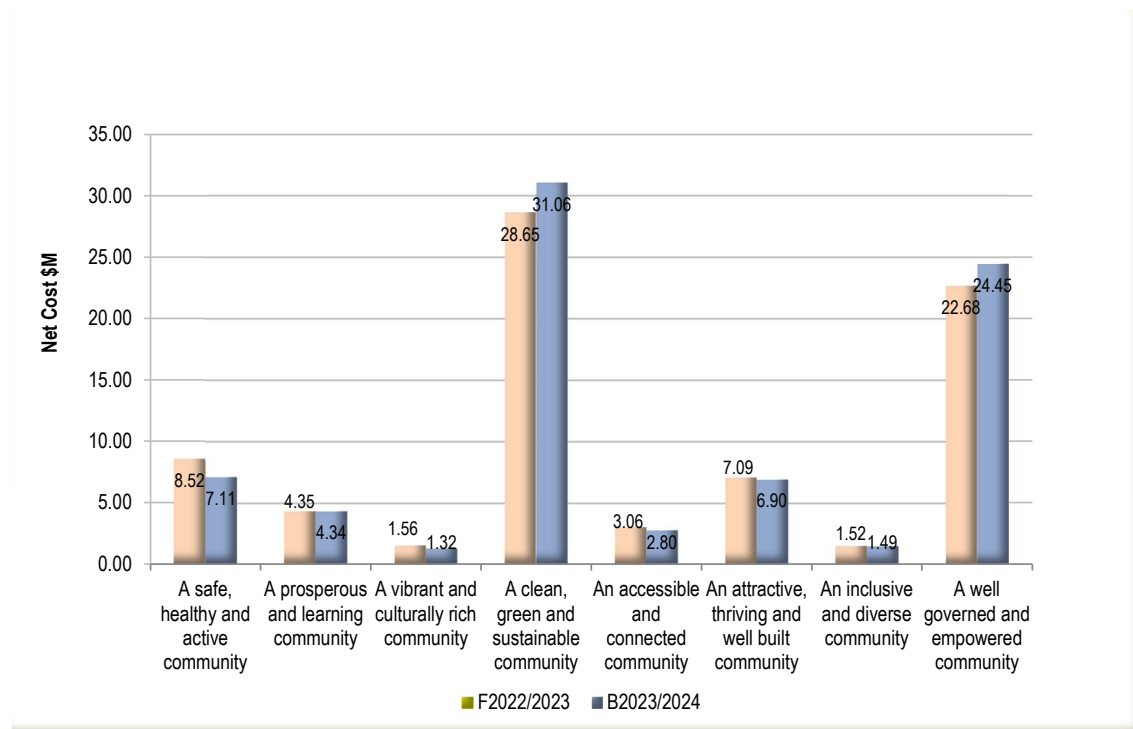
Further indicators of the long-term financial sustainability of Councils are the financial sustainability risk indicators as defined by Victorian Auditor General's Office (VAGO). Council is in a sound position financially with all indicators showing results within acceptable low to medium risk levels.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

Indicator	Measures	Forecast	Budget	Financial Plan								
		Actual		Projections								
		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033
Net Result %	> 0%	20.4%	22.6%	3.9%	3.6%	5.4%	5.0%	5.4%	6.0%	6.6%	7.2%	7.6%
Liquidity Ratio	> 1.0	1.51	1.43	1.40	1.34	1.27	1.33	1.44	1.68	1.89	2.12	2.32
Internal financing %	> 100%	116.6%	200.1%	107.9%	113.2%	116.9%	121.9%	126.4%	129.4%	130.0%	131.1%	128.8%
Indebtedness %	≤ 40%	15.3%	15.4%	12.3%	11.0%	7.6%	4.2%	3.7%	2.7%	2.1%	2.6%	2.0%
Capital replacement ratio	> 1.5	2.39	2.28	1.20	1.16	1.29	1.13	1.11	1.11	1.13	1.14	1.19
Renewal gap ratio	> 1.0	1.43	1.08	1.11	1.04	1.04	1.01	1.00	1.00	1.01	1.04	1.08

The ratios are benchmarked against the VAGO indicators which assesses medium (yellow) level risks namely the Capital replacement ratio as still being within acceptable levels since it is greater than 1. The impact on the ratios is largely due to the cumulative effect of COVID-19 over the past couple of years. However, despite the impact of COVID-19 being significant, Council has still been able to maintain levels of risk in low and medium risk ratings once benchmarked against the VAGO measure.

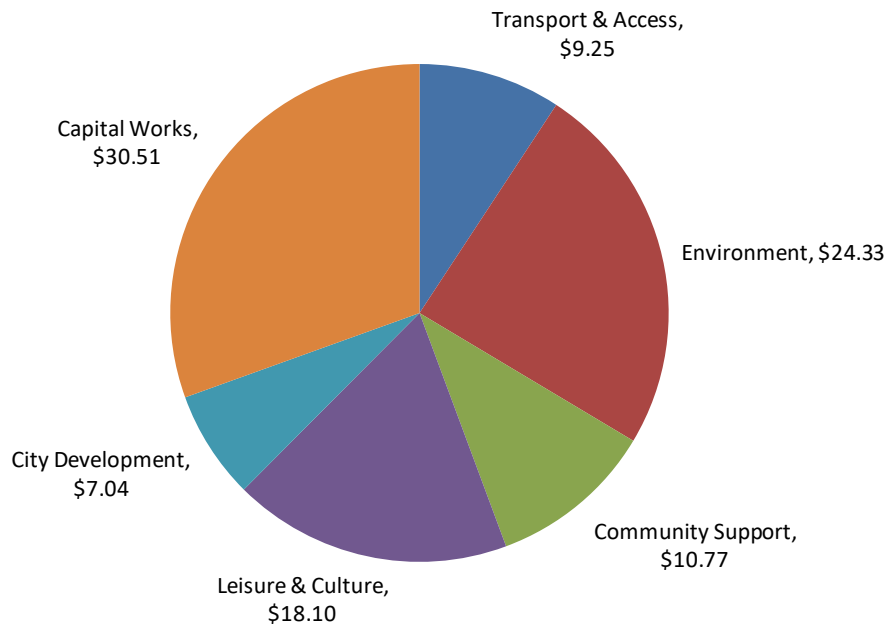
3.7 Strategic objectives

The Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The below graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2023/2024 year.



Source: Section 2

3.8 Council net expenditure allocations per \$100



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

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

4. Financial Statements

This section presents information regarding the Budgeted Financial Statements. The budget information for the years 2023/2024 to 2026/2027 has been extracted from the Financial Plan. A Statement of Human Resources is also included for the years 2023/2024 to 2026/2027.

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

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*:

• Comprehensive Income Statement	Page 40
• Balance Sheet	Page 41
• Statement of Changes in Equity.....	Page 42
• Statement of Cash Flow.....	Page 43
• Statement of Capital Works.....	Page 44
• Statement of Human Resources.....	Page 45

Comprehensive Income Statement

For the four years ending 30 June 2027

		Forecast Actual	Budget	Financial Plan Projections		
		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
NOTES		\$'000	\$'000	\$'000	\$'000	\$'000
Income/Revenue						
Rates and charges	5.1.1	102,486	107,639	111,614	116,024	120,048
Statutory fees and fines	5.1.2	5,237	5,404	5,649	5,662	5,793
User fees	5.1.3	29,348	30,334	32,396	33,671	35,108
Grants -operating	5.1.4	25,380	8,600	8,005	8,122	8,242
Grants - capital	5.1.4	27,964	32,260	2,508	508	2,508
Contributions - monetary	5.1.5	7,526	6,948	6,007	5,864	5,707
Contributions - non-monetary	5.1.5	-	-	-	-	-
Net (gain)/loss on disposal of property, infrastructure, plant and equipment		(113)	(93)	(93)	(93)	(93)
Share of net surplus/(deficit) of associates		-	-	-	-	-
Other income	5.1.6	2,285	1,980	2,140	2,104	2,472
Total income/Revenue		200,113	193,072	168,226	171,862	179,785
Expenses						
Employee costs	5.1.7	63,849	66,055	67,110	68,390	70,096
Materials and services	5.1.8	71,890	58,403	60,581	62,402	64,211
Depreciation	5.1.9	27,209	28,862	30,104	31,026	31,868
Amortisation - right of use assets	5.1.10	862	1,523	1,529	1,684	1,874
Bad and doubtful debts - allowance for impairment losses		-	-	-	-	-
Borrowing costs		354	915	789	657	519
Finance Costs - leases		61	218	182	175	220
Other expenses	5.1.11	710	701	1,490	1,376	1,366
Total expenses		164,935	156,677	161,785	165,710	170,154
Surplus/(deficit) for the year		35,178	36,395	6,441	6,152	9,631
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		-	-	-	-	-
Total other comprehensive income		-	-	-	-	-
Total comprehensive result		35,178	36,395	6,441	6,152	9,631

Balance Sheet

For the four years ending 30 June 2027

		Forecast Actual 2022/2023	Budget 2023/2024	2024/2025	Financial Plan Projections 2025/2026 2026/2027	
NOTES		\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		26,870	24,798	22,098	17,476	17,181
Trade and other receivables		12,256	12,725	13,441	13,917	14,450
Other financial assets		17,913	16,570	14,771	18,357	17,314
Inventories		510	528	541	555	568
Prepayments		682	706	724	742	760
Other assets		87	90	92	95	97
Total current assets	5.2.1	58,318	55,417	51,667	51,142	50,370
Non-current assets						
Trade and other receivables		447	447	447	447	447
Investments in associates, joint arrangement and subsidiaries		2,533	2,533	2,533	2,533	2,533
Property, infrastructure, plant & equipment		2,051,299	2,087,476	2,092,656	2,097,172	2,105,930
Right-of-use assets		1,987	6,333	5,787	7,772	6,011
Intangible assets		748	748	748	748	748
Total non-current assets	5.2.1	2,057,014	2,097,537	2,102,171	2,108,672	2,115,669
Total assets		2,115,332	2,152,954	2,153,838	2,159,814	2,166,039
Liabilities						
Current liabilities						
Trade and other payables		13,695	12,413	9,677	9,841	10,529
Trust funds and deposits		6,573	6,573	6,573	6,573	6,573
Unearned Income/revenue		-	-	-	-	-
Provisions		14,738	15,367	15,984	16,647	17,343
Interest-bearing liabilities		2,836	2,962	3,094	3,232	3,376
Lease liabilities		856	1,495	1,657	1,836	1,892
Total current liabilities	5.2.2	38,698	38,810	36,985	38,129	39,713
Non-current liabilities						
Provisions		1,284	1,348	1,416	1,487	1,561
Trust funds and deposits		293	293	293	293	293
Interest-bearing liabilities		18,726	15,763	12,669	9,438	6,062
Lease liabilities		987	5,001	4,295	6,135	4,446
Total non-current liabilities	5.2.2	21,290	22,405	18,673	17,353	12,362
Total liabilities		59,988	61,215	55,658	55,482	52,075
Net assets		2,055,344	2,091,739	2,098,180	2,104,332	2,113,964
Equity						
Accumulated surplus		887,942	929,337	935,878	942,930	951,562
Reserves		1,167,402	1,162,402	1,162,302	1,161,402	1,162,402
Total equity		2,055,344	2,091,739	2,098,180	2,104,332	2,113,964

Statement of Changes in Equity
For the four years ending 30 June 2027

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2023 Forecast Actual					
Balance at beginning of the financial year		2,020,166	848,764	1,159,402	12,000
Surplus/(deficit) for the year		35,178	35,178	-	-
Transfers to / from general reserve		-	4,000	-	(4,000)
Balance at end of the financial year		2,055,344	887,942	1,159,402	8,000
2024 Budget					
Balance at beginning of the financial year		2,055,344	887,942	1,159,402	8,000
Surplus/(deficit) for the year		36,395	36,395	-	-
Transfers to / from general reserve	5.3.1	-	5,000	-	(5,000)
Balance at end of the financial year	5.3.2	2,091,739	929,337	1,159,402	3,000
2025					
Balance at beginning of the financial year		2,091,739	929,337	1,159,402	3,000
Surplus/(deficit) for the year		6,441	6,441	-	-
Transfers to / from general reserve		-	100	-	(100)
Balance at end of the financial year		2,098,180	935,878	1,159,402	2,900
2026					
Balance at beginning of the financial year		2,098,180	935,878	1,159,402	2,900
Surplus/(deficit) for the year		6,152	6,152	-	-
Transfers to / from general reserve		-	900	-	(900)
Balance at end of the financial year		2,104,332	942,930	1,159,402	2,000
2027					
Balance at beginning of the financial year		2,104,332	942,930	1,159,402	2,000
Surplus/(deficit) for the year		9,631	9,631	-	-
Transfers to / from general reserve		-	(1,000)	-	1,000
Balance at end of the financial year		2,113,963	951,561	1,159,402	3,000

Statement of Changes in Equity
For the four years ending 30 June 2027

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023 Forecast Actual					
Balance at beginning of the financial year		2,020,166	848,764	1,159,402	12,000
Surplus/(deficit) for the year		35,178	35,178	-	-
Transfers to / from general reserve		-	4,000	-	(4,000)
Balance at end of the financial year		2,055,344	887,942	1,159,402	8,000
2024 Budget					
Balance at beginning of the financial year		2,055,344	887,942	1,159,402	8,000
Surplus/(deficit) for the year		36,395	36,395	-	-
Transfers to / from general reserve	5.3.1	-	5,000	-	(5,000)
Balance at end of the financial year	5.3.2	2,091,739	929,337	1,159,402	3,000
2025					
Balance at beginning of the financial year		2,091,739	929,337	1,159,402	3,000
Surplus/(deficit) for the year		6,442	6,442	-	-
Transfers to / from general reserve		-	100	-	(100)
Balance at end of the financial year		2,098,181	935,879	1,159,402	2,900
2026					
Balance at beginning of the financial year		2,098,181	935,879	1,159,402	2,900
Surplus/(deficit) for the year		6,153	6,153	-	-
Transfers to / from general reserve		-	900	-	(900)
Balance at end of the financial year		2,104,334	942,932	1,159,402	2,000
2027					
Balance at beginning of the financial year		2,104,334	942,932	1,159,402	2,000
Surplus/(deficit) for the year		9,632	9,632	-	-
Transfers to / from general reserve		-	(1,000)	-	1,000
Balance at end of the financial year		2,113,966	951,564	1,159,402	3,000

Statement of Cash Flows

For the four years ending 30 June 2027

	Notes	Forecast Actual	Budget	Financial Plan Projections		
		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		103,790	107,459	111,475	115,869	119,908
Statutory fees and fines		5,237	5,404	5,649	5,662	5,793
User fees		44,657	30,046	31,819	33,349	34,715
Grants - operating		13,851	8,600	8,005	8,122	8,242
Grants - capital		(2,118)	32,260	2,508	508	2,508
Contributions - monetary		7,526	6,948	6,007	5,864	5,707
Interest received		2,285	1,980	2,140	2,104	2,472
Trust funds and deposits taken		18,500	18,500	18,500	18,500	18,500
Net GST refund / payment		-	-	-	-	-
Employee costs		(63,243)	(65,361)	(66,426)	(67,655)	(69,326)
Materials and services		(68,739)	(60,431)	(64,840)	(63,648)	(64,923)
Trust funds and deposits repaid		(18,500)	(18,500)	(18,500)	(18,500)	(18,500)
Other payments		-	-	-	-	-
Net cash provided by/(used in) operating activities	5.4.1	43,246	66,905	36,337	40,175	45,096
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(65,063)	(65,724)	(36,185)	(36,006)	(41,085)
Proceeds from sale of property, infrastructure, plant and equipment		714	589	808	371	367
Net Payments/sale for investments		6,068	1,343	1,799	(3,586)	1,044
Net cash provided by/ (used in) investing activities	5.4.2	(58,281)	(63,792)	(33,578)	(39,221)	(39,674)
Cash flows from financing activities						
Finance costs		(354)	(915)	(789)	(657)	(519)
Proceeds from borrowings		-	-	-	-	-
Repayment of borrowings		(2,715)	(2,836)	(2,962)	(3,094)	(3,232)
Interest paid - lease liability		(61)	(218)	(182)	(175)	(220)
Repayment of lease liabilities		(840)	(1,216)	(1,526)	(1,650)	(1,746)
Net cash provided by/(used in) financing activities	5.4.3	(3,970)	(5,185)	(5,459)	(5,576)	(5,717)
Net increase/(decrease) in cash & cash equivalents		(19,005)	(2,072)	(2,700)	(4,622)	(295)
Cash and cash equivalents at the beginning of the financial year		45,875	26,870	24,798	22,098	17,476
Cash and cash equivalents at the end of the financial year		26,870	24,798	22,098	17,476	17,181

Statement of Capital Works

For the four years ending 30 June 2027

	NOTES	Forecast Actual	Budget	Financial Plan Projections		
		2022/2023 \$'000	2023/2024 \$'000	2024/2025 \$'000	2025/2026 \$'000	2026/2027 \$'000
Property						
Land		-	-	-	-	-
Land improvements		-	-	-	-	-
Total land		-	-	-	-	-
Buildings		35,940	45,212	13,536	14,776	14,609
Total buildings		35,940	45,212	13,536	14,776	14,609
Total property		35,940	45,212	13,536	14,776	14,609
Plant and equipment						
Plant, machinery and equipment		3,683	2,196	2,637	1,257	1,104
Fixtures, fittings and furniture		135	830	832	809	835
Computers and telecommunications		2,286	371	516	326	601
Total plant and equipment		6,104	3,397	3,985	2,392	2,540
Infrastructure						
Roads		5,298	3,652	4,295	4,426	4,596
Footpaths and cycleways		2,602	3,200	3,292	3,387	3,520
Drainage		6,345	4,925	5,285	5,430	5,470
Recreational, leisure and community facilities		1,888	1,901	1,971	1,971	2,006
Waste management		2,570	50	50	50	4,050
Parks, open space and streetscapes		2,542	1,931	2,236	1,986	2,676
Off street car parks		70	400	420	440	470
Other infrastructure		1,703	1,105	1,115	1,147	1,147
Total infrastructure		23,018	17,164	18,664	18,837	23,935
Total capital works expenditure	5.5.1	65,062	65,773	36,185	36,005	41,084
Represented by:						
New asset expenditure		26,007	34,467	2,911	3,880	8,059
Asset renewal expenditure		26,445	25,427	27,168	25,939	26,654
Asset upgrade expenditure		12,610	5,879	6,106	6,185	6,371
Total capital works expenditure	5.5.1	65,062	65,773	36,185	36,005	41,084
Funding sources represented by:						
Grants		27,966	32,260	2,508	508	2,971
Contributions		616	805	1,034	597	603
Council cash		36,480	32,708	32,643	34,900	37,510
Total capital works expenditure	5.5.1	65,062	65,773	36,185	36,005	41,084

Statement of Human Resources

For the four years ending 30 June 2027

	Forecast 2022/2023 \$'000	Budget 2023/2024 \$'000	2024/2025 \$'000	Projections 2025/2026 \$'000	2026/2027 \$'000
Staff expenditure					
Employee costs - operating	63,849	66,055	67,110	68,390	70,096
Employee costs - capital	1,640	1,718	1,758	1,800	1,843
Total staff expenditure	65,489	67,772	68,869	70,190	71,939
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees (EFT*)	582.4	582.4	582.4	582.4	582.4
Total staff numbers	582.4	582.4	582.4	582.4	582.4

* EFT represents the full-time equivalent number of employees

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

Department	Budget 2023/2024 \$'000	Comprises		
		Permanent		
		Full Time \$'000	Part Time \$'000	Casual \$'000
Strategy and Development	13,703	10,629	2,553	522
People and Places	16,124	7,800	6,901	1,424
Assets and Leisure	24,711	14,842	3,188	6,681
Chief Executive's Office	1,020	1,020	0	0
Chief Financial Office	8,789	7,736	1,003	50
Total permanent staff expenditure	64,348	42,027	13,645	8,676
Other Employee Related Expenditure*	1,707			
Capitalised labour costs	1,718			
Total expenditure	67,772			

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

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

	Budget FTE	Comprises		
		Permanent		
		Full Time	Part Time	Casual
Strategy and Development	117.5	84.0	27.1	6.4
People and Places	142.7	62.4	63.6	16.7
Assets and Leisure	227.4	146.3	32.8	48.3
Chief Executive's Office	5.0	5.0	0.0	0.0
Chief Financial Office	74.8	65.0	9.5	0.3
Capitalised labour	15.0	15.0	0.0	0.0
Total staff	582.4	377.7	133.0	71.7

Statement of Planned Human Resources Expenditure
For the four years ending 30 June 2027

Directorate	2023/2024 \$'000	2024/2025 \$'000	2025/2026 \$'000	2026/2027 \$'000
Strategy and Development				
Permanent full time	10,629	10,801	11,008	11,282
Women	3,863	3,926	4,001	4,101
Men	6,444	6,548	6,674	6,840
Persons of self-described gender	0	0	0	0
Vacant Position	322	327	334	342
Permanent part time	2,553	2,594	2,644	2,710
Women	1,820	1,850	1,885	1,932
Men	418	424	433	443
Persons of self-described gender	0	0	0	0
Vacant Position	315	320	326	334
Total Strategy and Development	13,182	13,395	13,652	13,992
People and Places				
Permanent full time	7,800	7,926	8,078	8,279
Women	4,677	4,753	4,844	4,964
Men	1,664	1,691	1,723	1,766
Persons of self-described gender	0	0	0	0
Vacant Position	1,459	1,483	1,511	1,549
Permanent part time	6,901	7,013	7,147	7,325
Women	5,578	5,668	5,777	5,921
Men	599	608	620	635
Persons of self-described gender	44	44	45	46
Vacant Position	681	692	705	723
Total People and Places	14,701	14,938	15,225	15,604
Assets & Leisure				
Permanent full time	14,842	15,082	15,371	15,755
Women	2,431	2,470	2,517	2,580
Men	11,658	11,846	12,073	12,374
Persons of self-described gender	0	0	0	0
Vacant Position	754	766	781	800
Permanent part time	3,188	3,240	3,302	3,384
Women	3,047	3,097	3,156	3,235
Men	102	104	106	109
Persons of self-described gender	0	0	0	0
Vacant Position	39	39	40	41
Total Assets & Leisure	18,030	18,322	18,673	19,139
Chief Executive's office				
Permanent full time	1,020	1,037	1,057	1,083
Women	550	558	569	583
Men	471	478	488	500
Persons of self-described gender	0	0	0	0
Vacant Position	0	0	0	0
Permanent part time	0	0	0	0
Women	0	0	0	0
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Vacant Position	0	0	0	0
Total Chief Executive's office	1,020	1,037	1,057	1,083

Directorate	2023/2024 \$'000	2024/2025 \$'000	2025/2026 \$'000	2026/2027 \$'000
Chief Financial Office				
Permanent full time	7,736	7,861	8,012	8,211
Women	3,934	3,998	4,075	4,176
Men	2,984	3,032	3,090	3,167
Persons of self-described gender	0	0	0	0
Vacant Position	818	831	847	868
Permanent part time	1,003	1,020	1,039	1,065
Women	893	908	925	948
Men	71	72	74	75
Persons of self-described gender	0	0	0	0
Vacant Position	39	40	41	42
Total Chief Financial Office	8,739	8,881	9,051	9,276
Casuals, temporary and other expenditure	10,383	10,551	10,753	11,021
Capitalised labour costs	1,718	1,745	1,779	1,823
Total Staff Expenditure	67,772	68,869	70,190	71,939

Directorate	2023/2024 FTE	2024/2025 FTE	2025/2026 FTE	2026/2027 FTE
Strategy and Development				
Permanent full time	84.0	84.0	84.0	84.0
Women	31.4	31.4	31.4	31.4
Men	50.6	50.6	50.6	50.6
Persons of self-described gender	-	-	-	-
Vacant Position	2.0	2.0	2.0	2.0
Permanent part time	27.1	27.1	27.1	27.1
Women	19.8	19.8	19.8	19.8
Men	5.2	5.2	5.2	5.2
Persons of self-described gender	-	-	-	-
Vacant Position	2.1	2.1	2.1	2.1
Total Strategy and Development	111.1	111.1	111.1	111.1
People and Places				
Permanent full time	62.4	62.4	62.4	62.4
Women	44.7	44.7	44.7	44.7
Men	14.1	14.1	14.1	14.1
Persons of self-described gender	-	-	-	-
Vacant Position	3.5	3.5	3.5	3.5
Permanent part time	63.6	63.6	63.6	63.6
Women	54.8	54.8	54.8	54.8
Men	6.6	6.6	6.6	6.6
Persons of self-described gender	0.7	0.7	0.7	0.7
Vacant Position	1.5	1.5	1.5	1.5
Total People and Places	126.0	126.0	126.0	126.0

Directorate	2023/2024 FTE	2024/2025 FTE	2025/2026 FTE	2026/2027 FTE
Assets & Leisure				
Permanent full time	146.3	146.3	146.3	146.3
Women	25.0	25.0	25.0	25.0
Men	117.6	117.6	117.6	117.6
Persons of self-described gender	-	-	-	-
Vacant Position	3.8	3.8	3.8	3.8
Permanent part time	32.8	32.8	32.8	32.8
Women	28.7	28.7	28.7	28.7
Men	2.0	2.0	2.0	2.0
Persons of self-described gender	-	-	-	-
Vacant Position	2.0	2.0	2.0	2.0
Total Assets & Leisure	179.1	179.1	179.1	179.1
Chief Executive's office				
Permanent full time	5.0	5.0	5.0	5.0
Women	4.0	4.0	4.0	4.0
Men	1.0	1.0	1.0	1.0
Persons of self-described gender	-	-	-	-
Vacant Position	-	-	-	-
Permanent part time	-	-	-	-
Women	-	-	-	-
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Vacant Position	-	-	-	-
Total Chief Executive's office	5.0	5.0	5.0	5.0
Chief Financial Office				
Permanent full time	65.0	65.0	65.0	65.0
Women	37.7	37.7	37.7	37.7
Men	25.2	25.2	25.2	25.2
Persons of self-described gender	-	-	-	-
Vacant Position	2.1	2.1	2.1	2.1
Permanent part time	9.5	9.5	9.5	9.5
Women	8.2	8.2	8.2	8.2
Men	0.6	0.6	0.6	0.6
Persons of self-described gender	-	-	-	-
Vacant Position	0.6	0.6	0.6	0.6
Total Chief Financial Office	74.5	74.5	74.5	74.5
Total Casuals	71.7	71.7	71.7	71.7
Capitalised labour	15.0	15.0	15.0	15.0
Total Staff FTE	582.4	582.4	582.4	582.4

5. Notes to the financial statements

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

5.1 Comprehensive Income Statement

5.1.1 Rates and charges

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

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2022/2023 the FGRS cap has been set at 3.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 3.50% in line with the rate cap and the waste collection charges will increase by 9.80%.

This will raise total rates and charges for 2023/2024 to \$107,639m

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

	Forecast Actual 2022/2023	Budget 2023/2024	Change	
	\$'000	\$'000	\$'000	%
General rates*	83,098	86,799	3,701	4.45%
Waste management charge	18,167	19,947	1,780	9.80%
Special rates and charges	161	161	(0)	0.28%
Supplementary rates and rate adjustments	630	512	(118)	(18.7%)
Interest on rates and charges	430	220	(210)	(48.8%)
Total rates and charges	102,486	107,639	5,153	5.03%

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

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

Type or class of land	2022/2023 cents/\$CIV*	2023/2024 cents/\$CIV*	Change
General Land	0.180907	0.191439	5.82%
Differential Rate:			
Vacant Land	0.271361	0.287159	5.82%
Commercial Land	0.217088	0.229727	5.82%
Industrial Land	0.217088	0.229727	5.82%
Derelict Land	0.542721	0.574317	5.82%

* Capital Improved Value

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

Type or class of land	2022/2023 \$'000	2023/2024 \$'000	Change	
			\$'000	%
General Land	71,859	73,004	1,144	1.59%
Differential Rate:				
Vacant Land	469	590	120	25.63%
Commercial Land	6,529	7,560	1,031	15.80%
Industrial Land	4,213	5,616	1,403	33.31%
Derelict Land	9	10	1	12.05%
Amounts in Lieu of Rates:				
Cultural and Recreational Lands Act	19	19	0	1.12%
Total amount to be raised by general rates	83,098	86,799	3,701	4.45%

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

Type or class of land	2022/2023	2023/2024	Change	
	Number	Number	Number	%
General Land	47,307	47,654	347	0.73%
Differential Rate:				
Vacant Land	161	197	36	22.36%
Commercial Land	2,230	2,219	(11)	(0.49%)
Industrial Land	2,122	2,162	40	1.89%
Derelict Land	1	1	0	0.00%
Cultural and Recreational Lands Act	3	3	0	0.00%
Total number of assessments	51,824	52,236	412	0.79%

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

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

Type or class of land	2022/2023	2023/2024	Change	
	\$'000	\$'000	\$'000	%
General Land	39,721,563	38,134,108	(1,587,455)	(4.00%)
Differential Rate:				
Vacant Land	172,995	205,380	32,385	18.72%
Commercial Land	3,007,594	3,291,059	283,465	9.42%
Industrial Land	1,940,491	2,444,634	504,143	25.98%
Derelict Land	1,700	1,800	100	5.88%
Cultural and Recreational Lands Act	15,750	15,050	(700)	(4.44%)
Total Value of Land	44,860,092	44,092,030	(768,062)	(1.71%)

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

Type of Charge	Per Rateable Property 2022/2023	Per Rateable Property 2023/2024	Change	
	\$	\$	\$	%
Residential 80 Litre Bins	327	357	30	9.17%
Residential 120 Litre Bins	393	429	36	9.16%
Second and Subsequent Bins*	417	455	38	9.11%
Additional Residential 120 Litre Bin*	250	273	23	9.20%
Additional Residential Garden Organics*	230	230	0	0.00%
Commercial 240 Litre Service				
One per week #	715	770	55	7.69%
Three times per week #	1,552	1,680	128	8.25%
Additional Recycling-Non-Residential #	158	171	13	8.23%
Commercial & Industrial Garden Organics#*	230	252	22	9.57%
Industrial 120 Litre Service #	376	412	36	9.57%
Industrial 80 Litre Service #	316	346	30	9.49%

#These figures include GST which applies to these services.

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

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

Type of Charge	2022/2023	2023/2024	Change	
	\$	\$	\$	%
Residential 80 Litre Bins	3,457,371	3,831,324	373,953	10.82%
Residential 120 Litre Bins	13,530,490	14,795,228	1,264,738	9.35%
Second and Subsequent Bins*	176,808	182,910	6,102	3.45%
Additional Residential 120 Litre Bin*	93,250	113,568	20,318	21.79%
Additional Residential Garden Organics*	137,080	169,970	32,890	23.99%
Commercial 240 Litre Service				
One per week #	438,200	488,323	50,123	11.44%
Three times per week #	177,775	192,436	14,661	8.25%
Additional Recycling-Non-residential #	19,535	22,230	2,695	13.80%
Commercial & Industrial Garden Organics#*	6,691	8,476	1,785	26.68%
Industrial 120 Litre Service #	120,320	131,840	11,520	9.57%
Industrial 80 Litre Service #	9,480	10,695	1,215	12.82%
Total	18,167,000	19,947,000	1,780,000	9.80%

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

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

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

	2022/2023	2023/2024	Change	
	\$'000	\$'000	\$'000	%
General rates	83,098	86,799	3,701	4.45%
Service (Garbage) Charges #	18,167	19,947	1,780	9.80%
Total Rates and charges	101,265	106,746	5,481	5.41%

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

5.1.1(j) Fair Go Rates System Compliance

Maroondah City Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2022/2023	2023/2024
Total Rates	\$81,668,841	\$83,863,560
Number of rateable properties	51,821	52,233
Base Average Rates	1,576	1,605.57
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	\$1,604	\$1,662
Maximum General Rates and Municipal Charges Revenue	\$83,098,046	\$86,798,784
Budgeted General Rates and Municipal Charges Revenue	\$83,078,659	\$86,780,056
Budgeted Supplementary Rates	\$784,901	\$462,000
Budgeted Total Rates and Municipal Charges Revenue	\$83,863,560	\$87,242,056

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

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

- The making of supplementary valuations (2023/2024: estimated \$0.46 million and 2022/2023: \$0.55million)
- The variation of returned levels of value (e.g., valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

5.1.1(l) Differential rates

Rates to be levied

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

- A general rate of 0.191439% for all rateable General Land; and
- A general rate of 0.229727% for all rateable Commercial Land; and
- A general rate of 0.229727% for all rateable Industrial Land; and
- A general rate of 0.287159% for all rateable Vacant Land; and
- A general rate of 0.574317% for all rateable Derelict Land.

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

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

General Land

Definitions/Characteristics:

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

Objective:

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

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

Types and Classes:

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

Use and Level of Differential Rate:

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2023/2024 financial Year.

Commercial Land**Definitions/Characteristics:**

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

Objective:

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

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

Types and Classes:

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

Use and Level of Differential Rate:

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2022/2023 financial Year.

Industrial Land**Definitions/Characteristics:**

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

Objective:

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

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

Types and Classes:

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

Use and Level of Differential Rate:

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2022/2023 financial Year.

Vacant Land**Definitions/Characteristics:**

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

Objective:

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

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

Types and Classes:

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

Use and Level of Differential Rate:

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Derelict Land**Definitions/Characteristics:****1. Derelict Land**

1.1 Land is "Derelict Land" where, at any point in the rating year, a notice to comply to is issued to the Owner or Occupier of the land under the Local Law on the grounds that the land:

- (a) is kept in a manner which is unsightly or detrimental to the general amenity of the area in which the land is located; or
- (b) is used for storage of such amounts of goods, machinery, materials or equipment that the amenity of the area is adversely affected, or the land is, or has the potential to become infested by rats and/or other vermin species; or
- (c) is kept in a manner which is dangerous or likely to cause danger to life or property; or
- (d) has become infested with blackberry or other invasive plants or vermin; or
- (e) has become a source of offensive odour discernible beyond the land;
- (f) contains a vacant building that has been kept in a manner to the extent that the exterior of the building;
 - (i) is in a state of disrepair; or
 - (ii) is damaged or defaced; or
 - (iii) affects the amenity of the surrounding neighbourhood; or
 - (iv) causes the building to be out of conformity with the visual appearance of other buildings in the vicinity; or
 - (v) is declared in writing by an Authorised Officer to be unsafe; and

1.2 The grounds in the notice to comply have not been addressed to Council's satisfaction.

1.3 For the purposes of this section:

- (a) "Land" includes all land within Council's municipality, including land with or (where relevant) without structures or buildings on it, in any zone, used for any purpose, other than land that is Vacant Land, Industrial Land, Commercial Land, Cultural and Recreational Land.
- (b) "Authorised Officer" means an officer appointed by Council as an Authorised Officer under s124 of the Local Government Act 2020.
- (c) Local Law means the Maroondah City Council Local Law no. 11 as amended or replaced from time to time.

Objective:

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

- 1. Encouragement of development/and or improvement of land; and
- 2. Construction and maintenance of public infrastructure; and
- 3. Development and provision of health and community services; and
- 4. Provision of general support services.

Types and Classes:

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

Use and Level of Differential Rate:

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2022/2023 financial Year.

5.1.2 Statutory fees and fines

	Forecast Actual 2022/2023	Budget 2023/2024	Change	
	\$'000	\$'000	\$'000	%
Infringements and costs	1,356	1,366	10	0.7%
Court recoveries	190	200	10	5.3%
Town planning fees	1,704	1,708	4	0.2%
Land information certificates	115	138	23	20.0%
Permits	1,743	1,825	82	4.7%
Other	129	167	38	29.5%
Total statutory fees and fines	5,237	5,404	167	3.2%

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

5.1.3 User fees

	Forecast Actual 2022/2023	Budget 2023/2024	Change	
	\$'000	\$'000	\$'000	%
Active leisure centres	22,577	23,317	740	3.3%
Aged and health Services	620	654	34	5.5%
Community facilities - recreation	645	695	50	7.8%
Community health	37	32	(5)	(13.5%)
Local laws	155	175	20	12.9%
Other fees and charges	1,161	1,176	15	1.3%
Performing arts, functions & conferences	3,377	3,563	186	5.5%
Occupation road reserve	130	150	20	15.4%
Public notices	100	59	(41)	(41.0%)
Asset Protection	340	360	20	5.9%
Youth and Children Services	206	153	(53)	(25.7%)
Total user fees	29,348	30,334	986	3.4%

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of Maroondah Leisure facilities: Aquahub; Aquanation; Croydon Memorial Pool; The Rings; Maroondah Nets; and the Ringwood and Croydon Golf courses, Council Multi-purpose centres facilities including Karralyka Centre, Realm, Federation Estate and Wyreena. In addition, the provision of services such as meals on wheels and occasional care are included in user fees.

User fees are projected to increase by 3.4% or \$1.0 million over 2023/2024. The main areas contributing to the increase are Aquanation (\$0.70 million), Aquahub (\$0.69 million) and Jubilee Indoor Cricket Centre (\$0.22million). Council plans to increase user charges for all areas in line with expected inflationary trends and increase service use over the budget period to maintain parity between user charges and the costs of service delivery.

5.1.4 Grants

	Forecast Actual 2022/2023	Budget 2023/2024	Change	
	\$'000	\$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	41,459	38,554	(2,905)	(7.0%)
State funded grants	11,884	2,306	(9,578)	(80.6%)
Total grants received	53,343	40,860	(12,483)	(23.4%)

5.1.4.1 Grants – operating

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants has decreased by 66.1% or \$16.78 million compared to 2022/2023. The decrease mainly relates to non-recurrent grants being the receipt in 2022/2023 of a Federal Government grant for the multilevel carpark at Heatherdale (\$14.9 million).

Operating Grants	Forecast Actual 2022/2023	Budget 2023/2024	Change	
	\$'000	\$'000	\$'000	%
Recurrent - Commonwealth Government				
Aged and Disability Services	966	912	(54)	(5.6%)
COVID-19 Pandemic	20	0	(20)	(100.0%)
Youth and Children Services	341	267	(74)	(21.7%)
Community Safety	14	14	0	0.0%
Financial Assistance Grants	4,227	4,269	42	1.0%
Local Roads	823	831	8	1.0%
Recurrent - State Government				
Aged and Disability Services	559	541	(18)	(3.2%)
Youth and Children Services	135	86	(49)	(36.3%)
Maternal Child Health	1,656	1,233	(423)	(25.5%)
Community Safety	99	75	(24)	(24.2%)
Total recurrent grants	8,840	8,228	(612)	(6.9%)
Non-recurrent - Commonwealth Government				
Asset Management	14,945	0	(14,945)	(100.0%)
Non-recurrent - State Government				
Maternal Child Health	147	148	1	0.7%
Strategic Planning and Sustainability	199	15	(184)	(92.5%)
Youth and Children Services	458	185	(273)	(59.6%)
Other Grants	266	1	(265)	(99.6%)
COVID-19 Pandemic	274	0	(274)	(100.0%)
Sport and Recreation	10	0	(10)	(100.0%)
Community Wellbeing	218	0	(218)	(100.0%)
Community Safety	23	23	0	0.0%
Total non-recurrent grants	16,540	372	(16,168)	(97.8%)
Total Operating Grants	25,380	8,600	(16,780)	(66.1%)

5.1.4.2 Grants - capital

Capital grants (non-recurrent) include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has increased by 15.4% or \$4.30 million compared to 2022/2023, specific funding in 2023/2024 is for large capital works project Ringwood Activity Centre Car Park \$28.62 million. Section 5.5 "Capital works program" includes a more detailed analysis of the grants and contributions expected to be received during the 2023/2024 year. Significant movements in capital grant funding are summarised below:

Capital Grants	Forecast Actual \$'000	Budget \$'000	Change \$'000	%
Non-recurrent - Commonwealth Government				
Croydon Community HUB A	0	3,000	3,000	0.0%
Heathmont Multi Level Carpark	18,932	0	(18,932)	(100.0%)
Roads to Recovery	0	637	637	0.0%
Ringwood Activity Centre Carpark	300	28,623	28,323	100.0%
LRCI Eastfield Rd Renew & Footpath	380	0	(380)	(100.0%)
LRCI Tintern Avenue TMD Works	150	0	(150)	(100.0%)
East Ringwood Spectator Shelter	15	0	(15)	(63.4%)
LRCI Kent Ave Asphalt Over Treatmn	350	0	(350)	(100.0%)
Non-recurrent - State Government				
Garden Organics Bin Upgrade	307	0	(307)	(100.0%)
Jubilee Park Indoor Cricket Facilit	2,168	0	(2,168)	(100.0%)
Parkwood Dog Park	3	0	(3)	(100.0%)
RRIF InitiativeConsol Council Syst	180	0	(180)	(100.0%)
Tarralla Crk-Stormwater Harvesting	759	0	(759)	(100.0%)
Town Park Athletics Install Drainag	244	0	(244)	(100.0%)
Colchester Rd Blackspot Lighting	202	0	(202)	(100.0%)
JW Manson Pavilion Improvements	2,474	0	(2,474)	(100.0%)
Croydon North Children Centre	83	0	(83)	(100.0%)
Jubilee Precinct Changing Places	180	0	(180)	(100.0%)
Hughes Park Scoreboard Improvements	44	0	(44)	(100.0%)
Heathmont Rsv Install safety nets	61	0	(61)	(100.0%)
Proc Park Baseball Safety Fence	108	0	(108)	(100.0%)
JM Manson Res Cricket Nets	130	0	(130)	(100.0%)
East Rwood Res Sport Lighting UPG	480	0	(480)	(100.0%)
Reignite Croy Laneway Light Project	110	0	(110)	(100.0%)
CRM Backend System Integration	304	0	(304)	(100.0%)
Total non-recurrent grants	27,964	32,260	4,296	15.4%
Total Capital Grants	27,964	32,260	4,296	15.4%

5.1.5 Contributions

	Forecast Actual	Budget	Change	
	2022/2023	2023/2024		
	\$'000	\$'000	\$'000	%
Contributions - Monetary	6,970	6,732	(238)	(3.4%)
Contributions - Monetary (Capital)	556	216	(340)	(61.2%)
Total contributions	7,526	6,948	(578)	(7.7%)

Contributions Monetary are projected to decrease by \$0.6 million or 7.7% compared to 2022/2023. Capital Contributions are projected to decrease by \$0.34 million or 61.2% compared to 2022/2023 due to numerous one-off contributions for Capital projects in 2022/2023.

5.1.6 Other income

	Forecast Actual	Budget	Change	
	2022/2023	2023/2024		
	\$'000	\$'000	\$'000	%
Interest on investments	1,500	1,131	(369)	(24.6%)
Interest on other	1	1	0	0.00%
Rent	784	848	64	8.16%
Total other income	2,285	1,980	(305)	(13.3%)

Other income is projected to decrease by \$0.30 million or 13.3% compared to 2022/2023 mainly due to a decrease on investments by \$0.37 million.

5.1.7 Employee costs

	Forecast Actual	Budget	Change	
	2022/2023	2023/2024		
	\$'000	\$'000	\$'000	%
Wages and salaries	55,778	51,605	(4,173)	(7%)
Workcover	(568)	(580)	(12)	2.1%
Casual staff	1,724	7,886	6,162	357.4%
Superannuation	6,389	6,610	221	3.5%
Fringe benefits tax	526	534	8	1.5%
Total employee costs	63,849	66,055	2,206	3.5%

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

Employee costs are forecast to increase by 3.5% or \$2.2 million compared to 2022/2023. This increase relates mainly to employee costs being aligned with the Enterprise Bargaining Agreement (EBA) outcomes for 2023/2024; together with projected movement of employees within employment bands; and in 2023/2024 the Superannuation Guarantee increases from 10.5% to 11.0%.

5.1.8 Materials and services

	Forecast Actual 2022/2023	Budget 2023/2024	Change	
	\$'000	\$'000	\$'000	%
Agency staff	529	244	(285)	(53.9%)
Apprentices	502	575	73	14.5%
Bank charges	325	351	26	8.0%
Cleaning	1,084	1,056	(28)	(2.6%)
Communication, postage & advertising	1,271	1,242	(29)	(2.3%)
Consultants	1,366	954	(412)	(30.2%)
Contract payments - Election	1	0	(1)	(100.0%)
Contract payments - home care	3	2	(1)	(33.3%)
Contract payments - Operations	4,619	4,991	372	8.1%
contract payments - Other	21,007	5,806	(15,201)	(72.4%)
Contract payments - Valuations	60	60	0	0.0%
Contract payments - Waste	15,594	16,829	1,235	7.9%
Cost of goods sold	976	1,050	74	7.6%
Fire services levy	115	115	0	0.0%
Fuels, oil, registrations & running costs - plant & fleet	1,117	1,233	116	10.4%
Grants to community	544	548	4	0.7%
Insurance	1,500	1,733	233	15.5%
Legal fees	612	573	(39)	(6.4%)
Library contribution	2,822	2,890	68	2.4%
Licence fees	540	622	82	15.2%
Maintenance	4,901	4,994	93	1.9%
Marketing and promotion	150	167	17	11.3%
Materials - depot & golf courses	1,537	1,842	305	19.8%
Memberships/subscriptions	266	297	31	11.7%
Other	5,759	5,301	(458)	(8.0%)
Printing and stationary	160	165	5	3.1%
Security	457	425	(32)	(7.0%)
Training	394	437	43	10.9%
Uniforms	110	106	(4)	(3.6%)
Utilities	3,568	3,795	227	6.4%
Total materials and services	71,889	58,403	(13,486)	(18.8%)

Materials and services are forecast to decrease by 18.8% or \$13.5 million compared to 2022/2023. Materials and services include the purchases of consumables, payments to contractors for the provision of services, utility costs, annual contribution for the provision of library services to the Eastern Regional Libraries (this has increased 2.40% for the 2023/2024 year), contributions to community groups, software maintenance, insurances, advertising, motor vehicle running costs, fuel and registrations and other miscellaneous expenditure items. Utility costs relating to water, gas and electricity are forecast to increase by 6.4% or \$0.23 million compared to 2022/2023 resulting mainly from increased prices from suppliers. Contract payments are included as part of materials and services and are for the provision of services which have been tendered under section 108 of the Local Government Act 2020 including external contracts for services such as waste collection, road maintenance, street tree pruning etc. and are forecast to decrease by 31.5% or \$13.0 million compared to 2022/2023. The decrease in contractors is mainly due to the Heatherdale Multilevel Carpark project in 2022/2023.

5.1.9 Depreciation

	Forecast Actual 2022/2023 \$'000	Budget 2023/2024 \$'000	Change	
			\$'000	%
Property	8,044	12,478	4,434	55.1%
Plant & equipment	2,316	2,481	165	7.1%
Infrastructure	16,849	13,903	(2,946)	(17.5%)
Total depreciation	27,209	28,862	1,653	6.1%

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of 6.1% or \$1.65 million for 2023/2024 is due mainly to the full year effect of depreciation on the 2022/2023 capital works program. Refer to section 5.5 Capital works program' for a more detailed analysis of Council's capital works program for the 2023/2024 year.

5.1.10 Amortisation - right of use assets

	Forecast Actual 2022/2023 \$'000	Budget 2023/2024 \$'000	Change	
			\$'000	%
IT Equipment	615	747	132	21.5%
Land	0	5	5	100.0%
Other	214	228	14	6.5%
Photocopiers	33	50	17	51.5%
Trucks	0	493	493	100.0%
Total amortisation - right of use assets	862	1,523	661	76.7%

5.1.11 Other expenses

	Forecast Actual 2022/2023 \$'000	Budget 2023/2024 \$'000	Change	
			\$'000	%
Auditor's remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	75	76	1	1.3%
Auditor's remuneration - internal	146	150	4	2.7%
Councillors' allowances	365	377	12	3.3%
Operating lease rentals	124	98	(26)	(21.0%)
Total other expenses	710	701	(9)	(1.3%)

5.2 Balance Sheet

This section analyses the movements in assets, liabilities and equity between 2022/2023 and 2023/2024. It also considers a number of key performance indicators.

5.2.1 Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$2.0 million during the year in line with the rise and fall of Council's operations.

Cash and cash equivalents held by Council are restricted in part and not fully available for Council's operations. The budgeted balance sheet indicates that Council is estimating at 30 June 2024 it will have cash and investments of \$41.37 million, which are partly restricted as shown in the following table.

		Forecast		
	Ref	Actual 2022/2023	Budget 2023/2024	Variance
		\$'000	\$'000	\$'000
Total cash and investments including financial assets		44,784	41,368	(3,416)
Restricted cash and investments	5.2.1.1			
- Trust funds and deposits		(6,664)	(6,664)	0
- Unexpended grants and contributions		(2,500)	(2,500)	0
- Unexpended specific purpose investments other		(14,072)	(12,891)	1,181
- Cash backed reserve		(8,000)	(3,000)	5,000
Unrestricted cash and investments	5.2.1.2	13,548	16,313	2,765

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

Other financial assets include the value of investments held in deposits with a maturity of greater than three months at the time of initial investment. These balances are projected to decrease by \$1.3 million during the year in line with the rise and fall of Council's operations.

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

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The net increase in this balance is attributable to the net result of the capital works program \$65.77 million, new assets (\$34.47 million); depreciation of assets (\$28.86 million); and the net loss of property, plant and equipment (\$0.9 million).

5.2.1.1 Restricted cash and investments

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

5.2.1.2 Unrestricted cash and investments

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

5.2.2 Liabilities

'Trade and other payables' are those to whom Council owes money as of 30 June. These liabilities are budgeted to decrease which is consistent with 2023/2024 increased levels of expenditure on materials and services relating to capital projects.

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

5.2.3 Borrowings

Interest-bearing liabilities are loans or borrowings of Council. Council borrowed \$24.2 million in 2014/15 and \$10.0 million in 2021/2022. Repayment of loan principal of \$2.83 million will be made during the year.

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

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

In 2021/2022 Council borrowed \$10 million with a fixed rate of 3.635% to partly fund capital projects that generate income from commercial activities.

The budget for 2023/2024 provides for repayment of loan principal and interest per the agreed schedules.

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

	2022/2023	2023/2024
	\$	\$
Amount borrowed as at 30 June of the prior year	24,277	21,562
Amount proposed to be borrowed	-	-
Amount projected to be redeemed	(2,715)	(2,836)
Amount of borrowings as at 30 June	21,562	18,726

5.2.4 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2022/2023 \$	Budget 2023/2024 \$
Right-of-use assets		
Current Right-of-use assets		
Plant and equipment	-	-
Total Current Right-of-use assets	-	-
Non Current Right-of-use assets		
Plant and equipment	1,987	6,333
Total Non Current Right-of-use assets	1,987	6,333
Total right-of-use assets	1,987	6,333
Lease liabilities		
Current lease Liabilities		
Plant and equipment	856	1,495
Total current lease liabilities	856	1,495
Non-current lease liabilities		
Plant and equipment	987	5,001
Total non-current lease liabilities	987	5,001
Total lease liabilities	1,843	6,496

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 3.5%.

5.3 Statement of changes in Equity

5.3.1 Reserves

Council maintains general reserves to record funds set aside for future possible contingencies e.g. unfunded superannuation call, unplanned capital expenditure transferred to and from the accumulated surplus.

5.3.2 Equity

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$36.39 million results directly from the surplus for the year.

5.4 Statement of Cash Flows

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2023/2024 year. Budgeting cash flows for Council is one of the key factors in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained.

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

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

5.4.1 Net cash flows provided by/used in operating activities

The increase in cash inflows from operating activities of \$23.7 million is due mainly to an increase in Capital Grants expected to be received in 2023/2024 including \$28.6m for the Ringwood Activity Centre Car Park. Large Prior year capital grant income is forecasted to expended in 2022/2023.

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

	Forecast Actual 2022/2023 \$'000	Budget 2023/2024 \$'000	Variance \$'000
Surplus (deficit) for the year	35,178	36,395	1,217
Depreciation	27,209	28,862	1,653
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(113)	(93)	20
Finance costs	(61)	(218)	(157)
Net movement in current assets and liabilities	(18,967)	1,959	20,926
Cash flows available from operating activities	43,246	66,905	23,659

5.4.2 Net cash flows provided by/used in investing activities

The decrease in payments for investing activities represents expenditure in large capital works projects in 2022/2023 and 2023/2024.

5.4.3 Net cash flows provided by/used in financing activities

The payments for financing activities represents repayment of borrowings both principal and interest for the existing loan for Aquanation and Capital projects in 2023/2024. (Refer 5.2.3).

5.5 Capital works program

5.5.1 Summary

This section presents a listing of the capital works projects that will be undertaken for the 2023/2024 year, classified by expenditure type and funding source.

	Forecast Actual	Budget	Change	%
	2022/23	2023/24		
	\$'000	\$'000	\$'000	
Property	35,940	45,212	9,272	25.80%
Plant and equipment	6,104	3,397	(2,707)	(44.3%)
Infrastructure	23,018	17,164	(5,854)	(25.4%)
Total	65,062	65,773	711	1.09%

	Project Cost	Asset expenditure types				Summary of Funding Sources		
	\$'000	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	45,212	31,623	10,585	3,004	-	31,623	180	13,409
Plant and equipment	3,397	220	3,072	106	-	-	589	2,808
Infrastructure	17,164	2,624	11,771	2,769	-	637	36	16,491
Total	65,773	34,467	25,427	2,769	-	32,260	805	32,708

The following sections present the four-year capital expenditure program for the period 2023/2024 to 2026/27. Council has already made prior budget commitments to a number of projects to ensure timely completion consistent with expectations.

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

5.5.2 Summary of Planned Capital Works Expenditure

Summary of Planned Capital Works Expenditure								
For the four years ended 30 June 2027								
2023/24	Asset Expenditure Types				Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000
Property								
Land	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0
Buildings	45,212	31,623	10,585	3,004	45,212	31,623	180	13,409
Total Buildings	45,212	31,623	10,585	3,004	45,212	31,623	180	13,409
Total Property	45,212	31,623	10,585	3,004	45,212	31,623	180	13,409
Plant and Equipment								
Plant, machinery and equipment	2,196	0	2,196	0	2,196	0	589	1,607
Fixtures, fittings and furniture	830	70	718	43	830	0	0	830
Computers and telecommunications	371	150	158	63	371	0	0	371
Total Plant and Equipment	3,397	220	3,072	106	3,397	0	589	2,808
Infrastructure								
Roads	3,652	0	3,460	192	3,652	637	0	3,015
Footpaths and cycleways	3,200	1,447	1,559	194	3,200	0	0	3,200
Drainage	4,925	0	4,108	817	4,925	0	0	4,925
Recreational, leisure and community facilities	1,901	0	1,599	302	1,901	0	36	1,865
Waste management	50	0	0	50	50	0	0	50
Parks, open space and streetscapes	1,931	1,027	680	224	1,931	0	0	1,931
Off street car parks	400	0	200	200	400	0	0	400
Other infrastructure	1,105	150	165	790	1,105	0	0	1,105
Total Infrastructure	17,164	2,624	11,771	2,769	17,164	637	36	16,491
Total Capital Works Expenditure	65,773	34,467	25,427	5,879	65,773	32,260	805	32,708

2024/25	Asset Expenditure Types				Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000
Property								
Land	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0
Buildings	13,536	0	10,455	3,081	13,536	2,000	190	11,346
Total Buildings	13,536	0	10,455	3,081	13,536	2,000	190	11,346
Total Property	13,536	0	10,455	3,081	13,536	2,000	190	11,346
Plant and Equipment								
Plant, machinery and equipment	2,637	0	2,637	0	2,637	0	808	1,829
Fixtures, fittings and furniture	832	72	718	43	832	0	0	832
Computers and telecommunications	516	155	258	103	516	0	0	516
Total Plant and Equipment	3,985	227	3,613	146	3,985	0	808	3,177
Infrastructure								
Roads	4,295	0	4,068	227	4,295	508	0	3,787
Footpaths and cycleways	3,292	1,487	1,607	198	3,292	0	0	3,292
Drainage	5,285	0	4,396	889	5,285	0	0	5,285
Recreational, leisure and community facilities	1,971	0	1,704	267	1,971	0	36	1,935
Waste management	50	0	0	50	50	0	0	50
Parks, open space and streetscapes	2,236	1,047	945	244	2,236	0	0	2,236
Off street car parks	420	0	210	210	420	0	0	420
Other infrastructure	1,115	150	170	795	1,115	0	0	1,115
Total Infrastructure	18,664	2,684	13,100	2,880	18,664	508	36	18,120
Total Capital Works Expenditure	36,185	2,911	27,168	6,106	36,185	2,508	1,034	32,643

2025/26	Asset Expenditure Types				Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000
Property								
Land	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0
Buildings	14,776	1,000	10,629	3,147	14,776	0	190	14,586
Total Buildings	14,776	1,000	10,629	3,147	14,776	0	190	14,586
Total Property	14,776	1,000	10,629	3,147	14,776	0	190	14,586
Plant and Equipment								
Plant, machinery and equipment	1,257	0	1,257	0	1,257	0	371	886
Fixtures, fittings and furniture	809	74	693	43	809	0	0	809
Computers and telecommunications	326	98	163	65	326	0	0	326
Total Plant and Equipment	2,392	171	2,113	108	2,392	0	371	2,021
Infrastructure								
Roads	4,426	0	4,199	227	4,426	508	0	3,918
Footpaths and cycleways	3,387	1,502	1,675	210	3,387	0	0	3,387
Drainage	5,430	0	4,514	916	5,430	0	0	5,430
Recreational, leisure and community facilities	1,971	0	1,697	274	1,971	0	36	1,935
Waste management	50	0	0	50	50	0	0	50
Parks, open space and streetscapes	1,986	1,037	715	234	1,986	0	0	1,986
Off street car parks	440	0	220	220	440	0	0	440
Other infrastructure	1,147	170	177	800	1,147	0	0	1,147
Total Infrastructure	18,837	2,709	13,197	2,931	18,837	508	36	18,293
Total Capital Works Expenditure	36,005	3,880	25,939	6,185	36,005	508	597	34,900

2026/27	Asset Expenditure Types				Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000
Property								
Land	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0
Buildings	14,609	1,000	10,459	3,150	14,609	2,000	200	12,409
Total Buildings	14,609	1,000	10,459	3,150	14,609	2,000	200	12,409
Total Property	14,609	1,000	10,459	3,150	14,609	2,000	200	12,409
Plant and Equipment								
Plant, machinery and equipment	1,104	0	1,104	0	1,104	0	367	737
Fixtures, fittings and furniture	835	75	715	45	835	0	0	835
Computers and telecommunications	601	219	273	109	601	0	0	601
Total Plant and Equipment	2,540	294	2,092	154	2,540	0	367	2,173
Infrastructure								
Roads	4,596	0	4,369	227	4,596	508	0	4,088
Footpaths and cycleways	3,520	1,535	1,741	244	3,520	0	0	3,520
Drainage	5,470	0	4,548	922	5,470	0	0	5,470
Recreational, leisure and community facilities	2,006	0	1,746	260	2,006	0	36	1,970
Waste management	4,050	4,000	0	50	4,050	463	0	3,587
Parks, open space and streetscapes	2,676	1,060	1,286	330	2,676	0	0	2,676
Off street car parks	470	0	235	235	470	0	0	470
Other infrastructure	1,147	170	177	800	1,147	0	0	1,147
Total Infrastructure	23,935	6,765	14,103	3,067	23,935	971	36	22,928
Total Capital Works Expenditure	41,084	8,059	26,654	6,371	41,084	2,971	603	37,510

5.5.3 Capital Works Program

CAPITAL EXPENDITURE PROGRAM 2023/2024 TO 2026/2027										
	Budget 2023/2024							Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
	Total Expenditure \$000	Council Cash \$000	Grants \$000	Others Contrib'n \$000	Asset Renewal \$000	Upgrade \$000	New Work \$000	Total Expenditure \$000	Total Expenditure \$000	Total Expenditure \$000
BUILDINGS										
BUILDINGS										
Capital Funding for Community Groups	360	180		180	180	180		380	380	400
Community Facilities - Access & Inclusion	230	230			184	46		240	240	250
Public Toilet Improvement Program	300	300			300			300	310	320
Community Facilities Major Plant Renewal	600	600			600			400	300	340
Community Facilities Replacement Program	0	0			0	0		0	0	0
Carbon Neutral-Energy Revolving Fund	448	448				448		500	500	550
Community Facilities Improvement Program	3,751	3,751			3,001	750		3,366	4,407	4,949
Croydon Community Wellbeing Precinct Hub A (Subject to Funding)	5,400	2,400	3,000	0	4,320	1,080		7,350	7,500	
Croydon Community Precinct Redevelopment - Multipurpose Pavilion and Bowling Greens (Subject to Funding)	0	0			0	0		0		7,800
Croydon Community Precinct Redevelopment - Open Space Improvements (Subject to Funding)	2,500	2,500			2,000	500		1,000	1,139	
Ringwood Activity Centre Carpark	28,623		28,623				28,623			
Commercial Opportunities	1,780	1,780					1,780			
Aquahub Gymnastics	1,220	1,220					1,220			
TOTAL BUILDINGS	45,212	13,409	31,623	180	10,585	3,004	31,623	13,536	14,776	14,609
TOTAL BUILDINGS	45,212	13,409	31,623	180	10,585	3,004	31,623	13,536	14,776	14,609

CAPITAL EXPENDITURE PROGRAM 2023/2024 TO 2026/2027										
	Budget 2023/2024							Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
	Total Expenditure \$000	Council Cash \$000	Grants \$000	Others Contrib'n \$000	Asset Renewal \$000	Upgrade \$000	New Work \$000	Total Expenditure \$000	Total Expenditure \$000	Total Expenditure \$000
ROADS AND DRAINAGE										
ROADS										
Roads to Recovery Funding of Local Road Improvements by the Federal Government	637		637		510	127		508	508	508
Local Road Reconstruction Program	500	500			500			550	550	600
Local Area Traffic Management	130	130			65	65		250	250	250
Local Area Traffic Management - Renewal	75	75			75			75	95	105
Traffic Lights and Pedestrian Crossings	80	80			80			80	90	100
Local Road Renewal Program	1,645	1,645			1,645			2,197	2,298	2,348
Kerb and Channel Replacement Works	585	585			585			635	635	685
TOTAL ROADS	3,652	3,015	637	0	3,460	192	0	4,295	4,426	4,596
FOOTPATHS AND CYCLEWAYS										
Shared (Bike) Path Improvement Program	400	400			267	133		400	430	530
Footpath Replacement Works	1,048	1,048			1,048			1,080	1,120	1,120
Footpath Construction Program	1,447	1,447					1,447	1,487	1,502	1,535
Disability Footpath Access	305	305			244	61		325	335	335
TOTAL FOOTPATHS AND CYCLEWAYS	3,200	3,200	0	0	1,559	194	1,447	3,292	3,387	3,520
CARPARKS										
Car Park Improvement Program	400	400			200	200		420	440	470
TOTAL CARPARKS	400	400	0	0	200	200	0	420	440	470

CAPITAL EXPENDITURE PROGRAM 2023/2024 TO 2026/2027										
	Budget 2023/2024							Budget 2024/25	Budget 2025/26	Budget 2026/2027
	Total Expenditure \$000	Council Cash \$000	Grants \$000	Others Contrib'n \$000	Asset Renewal \$000	Upgrade \$000	New Work \$000	Total Expenditure \$000	Total Expenditure \$000	Total Expenditure \$000
ROADS AND DRAINAGE										
Continuation...										
DRAINAGE										
Ringwood Metropolitan Activities Centre -Drainage Infrastructure	700	700			700			700	700	700
Waterway Improvement Program	140	140			140			140	150	160
Stormwater drainage renewal program	4,085	4,085			3,268	817		4,445	4,580	4,610
TOTAL DRAINAGE	4,925	4,925	0	0	4,108	817	0	5,285	5,430	5,470
WASTE MANAGEMENT										
Waste Vehicles Turning Points	50	50				50		50	50	50
Glass Bin and Recycling Bin Upgrade										4,000
TOTAL WASTE MANAGEMENT	50	50	0	0	0	50	0	50	50	4,050
OTHER										
Commercial Centres Improvement Program	230	230			115	115		240	250	250
Christmas Decorations	50	50					50	50	50	50
Ringwood Metropolitan Activity Centre	600	600				600		600	600	600
Bus Shelters	30	30					30	30	40	40
Carbon Neutral - Greenpower	75	75				75		75	75	75
Sustainable Maroondah Fund	70	70					70	70	80	80
Street Furniture Works	50	50			50			50	52	52
TOTAL OTHER	1,105	1,105	0	0	165	790	150	1,115	1,147	1,147
TOTAL ROADS AND DRAINAGE	13,332	12,695	637	0	9,491	2,244	1,597	14,457	14,880	19,253

CAPITAL EXPENDITURE PROGRAM 2023/2024 TO 2026/2027										
	Budget 2023/2024							Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
	Total Expenditure \$000	Council Cash \$000	Grants \$000	Others Contrib'n \$000	Asset Renewal \$000	Upgrade \$000	New Work \$000	Total Expenditure \$000	Total Expenditure \$000	Total Expenditure \$000
RECREATIONAL IMPROVEMENTS										
RECREATIONAL, LEISURE AND COMMUNITY FACILITIES										
Sportsfield Improvement Program	650	650			650			900	900	930
Sportsfield Lighting Improvement Program	270	270			216	54		180	180	180
Sportsfield Irrigation Improvement Program	90	90			90			90	100	100
Golf Course Improvement Program	450	450			202	248		450	450	450
Sport and Recreation Infrastructure Improvement Program	320	320			320			230	220	220
Sports Oval Fence Replacement (ongoing)	85	85			85			85	85	90
Bedford Park Advisory Group Project	36			36	36			36	36	36
TOTAL RECREATIONAL, LEISURE AND COMMUNITY FACILITIES	1,901	1,865	0	36	1,599	302	0	1,971	1,971	2,006

CAPITAL EXPENDITURE PROGRAM 2023/2024 TO 2026/2027										
	Budget 2023/2024							Budget 2024/2025	Budget 2025/2026	Budget 2026/27
	Total Expenditure \$000	Council Cash \$000	Grants \$000	Others Contrib'n \$000	Asset Renewal \$000	Upgrade \$000	New Work \$000	Total Expenditure \$000	Total Expenditure \$000	Total Expenditure \$000
RECREATIONAL IMPROVEMENTS Continuation...										
PARKS AND OPEN SPACE										
Open Space Playground Improvement Program	719	719			605	114	0	764	764	1,089
Open Space Lighting Improvement Program	60	60			20		40	60	60	70
Open Space Pathway Improvement Program	70	70			25	35	10	100	80	80
Open Space Improvement Program	85	85			20	65	0	85	85	200
Open Space Footbridge and Boardwalk Improvement Program	0	0			0			230	0	230
Committees of Management Open Space Improvements	20	20			10	10		20	20	20
Tree Improvement Program	917	917					917	917	917	917
Bushland Improvement Program	60	60					60	60	60	70
TOTAL PARKS AND OPEN SPACE	1,931	1,931	0	0	680	224	1,027	2,236	1,986	2,676
TOTAL RECREATIONAL IMPROVEMENTS	3,832	3,796	0	36	2,279	526	1,027	4,207	3,957	4,682

CAPITAL EXPENDITURE PROGRAM 2023/2024 TO 2026/2027										
	Budget 2023/2024							Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
	Total Expenditure \$000	Council Cash \$000	Grants \$000	Others Contrib'n \$000	Asset Renewal \$000	Upgrade \$000	New Work \$000	Total Expenditure \$000	Total Expenditure \$000	Total Expenditure \$000
PLANT AND EQUIPMENT										
FIXTURES, FITTINGS AND FURNITURE										
Karralyka and Federation Estate - Renew Equipment	85	85			43	43		85	85	90
REALM Furniture and Equipment	50	50			50	0		50	50	70
Leisure Facilities - Equipment Replacement	750	750			750			625	600	600
Art in Public Places	50	50					50	72	74	75
TOTAL FIXTURES, FITTINGS AND FURNITURE	830	830	0	0	718	43	70	832	809	835
PLANT, MACHINERY AND EQUIPMENT										
Plant and Fleet Replacement Program	2196	1607		589	2196			2637	1257	1104
TOTAL PLANT, MACHINERY AND EQUIPMENT	2196	1607	0	589	2196	0	0	2637	1257	1104
COMPUTERS AND TELECOMMUNICATIONS										
Information Technology Improvement Program	316	316			158	63	95	516	326	546
Digital Initiatives	55	55					55			55
TOTAL COMPUTERS AND TELECOMMUNICATIONS	371	371	0	0	158	63	150	516	326	601
TOTAL PLANT AND EQUIPMENT	3,397	2,808	0	589	3,072	106	220	3,985	2,392	2,540
TOTAL CAPITAL EXPENDITURE	65,773	32,708	32,260	805	25,427	5,879	34,467	36,185	36,005	41,084

6. Financial performance indicators

6.1 Targeted performance indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives. The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Targeted performance indicators - Service

Indicator	Measure	Notes	Actual 2021/2022	Forecast 2022/2023	Target 2023/2024	Target Projections			Trend +/-
						2024/2025	2025/2026	2026/2027	
Governance									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	59	59	59	59	59	59	+
Roads									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	98.65%	98.65%	98.00%	98.00%	98.00%	98.00%	+
Statutory planning									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	3	83.52%	83.52%	84.00%	84.42%	84.84%	85.27%	+
Waste management									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	55.50%	55.50%	56.00%	56.50%	57.01%	57.53%	+

Targeted performance indicators - Financial

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	+/-
Liquidity									
Working Capital	Current assets / current liabilities	5	201.3%	150.7%	142.7%	139.6%	134.1%	126.8%	-
Obligations									
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	6	135.3%	143.5%	108.5%	110.5%	103.5%	103.6%	-
Obligations									
Rates concentration	Rate revenue / adjusted underlying revenue	7	68.7%	71.7%	84.0%	68.6%	68.1%	68.9%	-
Obligations									
Expenditure level	Total expenses / no. of property assessments	8	\$2,908	\$3,536	\$3,326	\$3,401	\$3,449	\$3,505	+

6.2 Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives. The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual 2021/2022	Forecast 2022/2023	Budget 2023/2024	Financial Plan Projections			Trend
						2024/2025	2025/2026	2026/2027	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	(2.80%)	4.60%	3.06%	2.28%	3.18%	3.95%	+
Liquidity									
Unrestricted cash	Unrestricted cash / current liabilities	10	79.0%	30.2%	23%	18%	11%	13%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	11	24.5%	21.0%	17.4%	14.1%	10.9%	7.9%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.8%	3.0%	3.5%	3.4%	3.2%	3.1%	o
Indebtedness	Non-current liabilities / own source revenue		40.1%	14.9%	17.5%	11.5%	10.2%	7.1%	-
Stability									
Rates effort	Rate revenue / CIV of rateable properties in the municipality	12	0.3%	0.2%	0.2%	0.2%	0.2%	0.2%	o
Efficiency									
Revenue level	Residential rate revenue / no. of residential property assessments	13	\$1,601	\$1,868	\$1,942	\$1,994	\$2,052	\$2,102	+

Key to Forecast Trend:

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

Notes to indicators

- 1 **Governance** – This target is expected to maintain and then improve going forward as capacity building for consultation and engagement continues across Council. Council will continue to improve community consultation and engagement opportunities for residents for key policies, programs, and services.
- 2 **Roads** – This target anticipates maintaining a continued high standard for sealed local roads (Council maintained), showing steady levels Council will continue to achieve a high standard of sealed local roads maintained to condition standard.
- 3 **Statutory planning** – The target considers current trends for planning applications which is influenced by the economy, Statutory Planning will continue to improve planning processes to ensure planning applications are decided within required timeframes.
- 4 **Waste management** – Council will continue to divert waste from landfill, while considering major influences including environmental and economic factors, and the success of recycling schemes. The amount of waste diverted from landfill is expected to increase in subsequent years
- 5 **Working capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease from 2022/2023 to 2023/2024. This trend is forecast to continue in later years with the ratio remaining at a healthy level.
- 6 **Asset renewal** - This target measures the rate of spending on existing assets through renewing, restoring, and replacing existing assets compared to depreciation. In order to ensure Council Infrastructure is maintained, a target of over 1 (100%) is a reasonable target that Council should be aiming towards. Noting that this can fluctuate year-on-year, depending on possible funding allocations and grant monies.
- 7 **Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will have a steady reliance on rate revenue compared to all other revenue sources.
- 8 **Expenditure level** - This target measures what is being spent on a per property basis across the municipality. This is expected to increase slightly across the next three years.
- 9 **Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The declining trend in 2023/2024 demonstrates a reduction of cash and cash equivalents. A steady increase is expected in future years.
- 10 **Unrestricted cash** – Reflects the cash and cash equivalents plus financial assets less Restricted assets.
- 11 **Debt compared to rates** – Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long-term debt. Interest-bearing borrowings will decrease in 2023/2024.
- 12 **Rates effort** – The rating level should be set based on the community's capacity to pay. Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. This is expected to remain steady in future years
- 13 **Revenue level** – This is an indicator of the total rate revenue divided by the number of property assessments. The broad objective that resources should be used efficiently in the delivery of services

7. Schedule of Fees and Charges

This represents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the FY 2023/2024.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Business & Precincts					
Business & Development Business Week					
Business Week events	N	Yes	44.00	44.00	0.0
Business & Development Co-Working Memberships					
Casual per attendance	N	Yes	30.00	30.00	0.0
Casual per year	N	Yes	80.00	80.00	0.0
Premium per additional Membership	N	Yes	150.00	150.00	0.0
Premium per month	N	Yes	450.00	450.00	0.0
Resident per additional Membership	N	Yes	150.00	150.00	0.0
Resident per month	N	Yes	250.00	250.00	0.0
Business & Development Maroondah Business Awards					
Fee	S	No	110.00	110.00	0.0
Sponsorship	N	Yes	Varies according to type of sponsorship	Varies according to type of sponsorship	
Brushy Creek Hall					
Brushy Creek Hall casual hour rate - Jul to Dec	N	Yes	25.00	25.00	0.0
Brushy Creek Hall casual hour rate - Jan to Jun	N	Yes	25.00	25.00	0.0
Brushy Creek Hall Not For Profit regular hour rate - Jul to Dec	N	Yes	19.40	19.40	0.0
Brushy Creek Hall Not For Profit regular hour rate - Jan to Jun	N	Yes	19.40	19.40	0.0
Brushy Creek Hall Not For Profit Night Hire - Jul to Dec	N	Yes	377.70	377.70	0.0
Brushy Creek Hall Not For Profit Night Hire - Jan to Jun	N	Yes	377.70	377.70	0.0
Brushy Creek Hall Community casual hour rate - Jul to Dec	N	Yes	28.30	28.30	0.0
Brushy Creek Hall Community casual hour rate - Jan to Jun	N	Yes	28.30	28.30	0.0
Brushy Creek Hall Community regular hour rate - Jul to Dec	N	Yes	22.20	22.20	0.0
Brushy Creek Hall Community regular hour rate - Jan to Jun	N	Yes	22.20	22.20	0.0
Brushy Creek Hall Community Night Hire - Jul to Dec	N	Yes	411.00	411.00	0.0
Brushy Creek Hall Community Night Hire - Jan to Jun	N	Yes	411.00	411.00	0.0
Brushy Creek Hall Corporate casual hour rate - Jul - Dec	N	Yes	33.30	33.30	0.0
Brushy Creek Hall Corporate casual hour rate - Jan to Jun	N	Yes	33.30	33.30	0.0
Brushy Creek Hall Corporate regular hour rate - Jul to Dec	N	Yes	27.75	27.75	0.0
Brushy Creek Hall Corporate regular hour rate - Jan - Jun	N	Yes	27.75	27.75	0.0
Brushy Creek Hall Corporate Night Hire - Jul to Dec	N	Yes	444.00	444.00	0.0
Brushy Creek Hall Corporate Night Hire - Jan to Jun	N	Yes	444.00	444.00	0.0
Casual Cleaner 3 hours	N	Yes	120.00	120.00	0.0
Croydon Swim Club					
Croydon Swimming Club Not For Profit casual hour rate - Jul to Dec	N	Yes	25.00	25.00	0.0
Croydon Swimming Club Not For Profit casual hour rate - Jan to Jun	N	Yes	25.00	25.00	0.0
Croydon Swimming Club Not For Profit regular hour rate - Jul to Dec	N	Yes	19.40	19.40	0.0
Croydon Swimming Club Not For Profit regular hour rate - Jan to Jun	N	Yes	19.40	19.40	0.0
Croydon Swimming Club Hall Not For Profit Night Hire - Jul to Dec	N	Yes	207.70	207.70	0.0
Croydon Swimming Club Hall Not For Profit Night Hire - Jan to Jun	N	Yes	207.70	207.70	0.0
Croydon Swimming Club Community casual hour rate - Jul to Dec	N	Yes	28.30	28.30	0.0
Croydon Swimming Club Community casual hour rate - Jan to Jun	N	Yes	28.30	28.30	0.0
Croydon Swimming Club Community regular hour rate - Jul to Dec	N	Yes	22.20	22.20	0.0
Croydon Swimming Club Community regular hour rate - Jan to Jun	N	Yes	22.20	22.20	0.0
Croydon Swimming Club Hall Community Night Hire - Jul to Dec	N	Yes	277.45	277.45	0.0
Croydon Swimming Club Hall Community Night Hire - Jan to Jun	N	Yes	277.45	277.45	0.0
Croydon Swimming Club Corporate casual hour rate - Jul to Dec	N	Yes	33.30	33.30	0.0
Croydon Swimming Club Corporate casual hour rate - Jan to Jun	N	Yes	33.30	33.30	0.0
Croydon Swimming Club Corporate regular hour rate - Jul to Dec	N	Yes	27.75	27.75	0.0
Croydon Swimming Club Corporate regular hour rate - Jan to Jun	N	Yes	27.75	27.75	0.0
Croydon Swimming Club Hall Corporate Night Hire - Jul to Dec	N	Yes	300.00	300.00	0.0
Croydon Swimming Club Hall Corporate Night Hire - Jan to Jun	N	Yes	300.00	300.00	0.0
Casual Cleaner 3 hours	N	Yes	120.00	120.00	0.0
Belmont Pavilion					
Belmont Park Hall Not For Profit casual hour rate - Jul to Dec	N	Yes	25.00	25.00	0.0
Belmont Park Hall Not For Profit casual hour rate - Jan to Jun	N	Yes	25.00	25.00	0.0
Belmont Park Hall Not For Profit regular hour rate - Jul to Dec	N	Yes	19.40	19.40	0.0
Belmont Park Hall Not For Profit regular hour rate - Jan to Jun	N	Yes	19.40	19.40	0.0
Belmont Park Hall Not For Profit Night Hire - Jul to Dec	N	Yes	377.70	377.70	0.0

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FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Belmont Park Hall Not For Profit Night Hire - Jan to Jun	N	Yes	377.70	377.70	0.0
Belmont Park Hall Community casual hour rate - Jul to Dec	N	Yes	28.30	28.30	0.0
Belmont Park Hall Community casual hour rate - Jan to Jun	N	Yes	28.30	28.30	0.0
Belmont Park Hall Community regular hour rate - Jul to Dec	N	Yes	22.20	22.20	0.0
Belmont Park Hall Community regular hour rate - Jan to Jun	N	Yes	22.20	22.20	0.0
Belmont Park Hall Community Night Hire - Jul to Dec	N	Yes	329.90	329.90	0.0
Belmont Park Hall Community Night Hire - Jan to Jun	N	Yes	329.90	329.90	0.0
Belmont Park Hall Corporate casual hour rate - Jul to Dec	N	Yes	33.30	33.30	0.0
Belmont Park Hall Corporate casual hour rate - Jan to Jun	N	Yes	33.30	33.30	0.0
Belmont Park Hall Corporate regular hour rate - Jul to Dec	N	Yes	27.75	27.75	0.0
Belmont Park Hall Corporate regular hour rate - Jan to Jun	N	Yes	27.75	27.75	0.0
Belmont Park Hall Corporate Night Hire - Jul to Dec	N	Yes	245.00	245.00	0.0
Belmont Park Hall Corporate Night Hire - Jan to Jun	N	Yes	245.00	245.00	0.0
Casual Cleaner 3 hours	N	Yes	120.00	120.00	0.0
Keystone Hall					
Keystone Hall Not For Profit casual hour rate - Jul to Dec	N	Yes	25.00	25.00	0.0
Keystone Hall Not For Profit casual hour rate - Jan to Jun	N	Yes	25.00	25.00	0.0
Keystone Hall Not For Profit regular hour rate - Jul to Dec	N	Yes	19.40	19.40	0.0
Keystone Hall Not For Profit regular hour rate - Jan to Jun	N	Yes	19.40	19.40	0.0
Keystone Hall Not For Profit Night Hire - Jul to Dec	N	Yes	302.15	302.15	0.0
Keystone Hall Not For Profit Night Hire - Jan to Jun	N	Yes	302.15	302.15	0.0
Keystone Hall Community casual hour rate - Jul to Dec	N	Yes	28.30	28.30	0.0
Keystone Hall Community casual hour rate - Jan to Jun	N	Yes	28.30	28.30	0.0
Keystone Hall Community regular hour rate - Jul to Dec	N	Yes	22.20	22.20	0.0
Keystone Hall Community regular hour rate - Jan to Jun	N	Yes	22.20	22.20	0.0
Keystone Hall Community Night Hire - Jul to Dec	N	Yes	328.80	328.80	0.0
Keystone Hall Community Night Hire - Jan to Jun	N	Yes	328.80	328.80	0.0
Keystone Hall Corporate casual hour rate - Jul to Dec	N	Yes	33.30	33.30	0.0
Keystone Hall Corporate casual hour rate - Jan to Jun	N	Yes	33.30	33.30	0.0
Keystone Hall Corporate regular hour rate - Jul to Dec	N	Yes	27.75	27.75	0.0
Keystone Hall Corporate regular hour rate - Jan to Jun	N	Yes	27.75	27.75	0.0
Keystone Hall Corporate Night Hire - Jul to Dec	N	Yes	356.00	356.00	0.0
Keystone Hall Corporate Night Hire - Jan to Jun	N	Yes	356.00	356.00	0.0
Casual Cleaner 3 hours	N	Yes	120.00	120.00	0.0
Bill Wilkins Lodge					
Bill Wilkins Lodge Not For Profit casual hour rate - Jul to Dec	N	Yes	25.00	25.00	0.0
Bill Wilkins Lodge Not For Profit casual hour rate - Jan to Jun	N	Yes	25.00	25.00	0.0
Bill Wilkins Lodge Not For Profit regular hour rate - Jul to Dec	N	Yes	19.40	19.40	0.0
Bill Wilkins Lodge Not For Profit regular hour rate - Jan to Jun	N	Yes	19.40	19.40	0.0
Bill Wilkins Lodge Not For Profit Night Hire - Jul to Dec	N	Yes	377.70	377.70	0.0
Bill Wilkins Lodge Not For Profit Night Hire - Jan to Jun	N	Yes	377.70	377.70	0.0
Bill Wilkins Lodge Community casual hour rate - Jul to Dec	N	Yes	28.30	28.30	0.0
Bill Wilkins Lodge Community casual hour rate - Jan to Jun	N	Yes	28.30	28.30	0.0
Bill Wilkins Lodge Community regular hour rate - Jul to Dec	N	Yes	22.20	22.20	0.0
Bill Wilkins Lodge Community regular hour rate - Jan to Jun	N	Yes	22.20	22.20	0.0
Bill Wilkins Lodge Community Night Hire - Jul to Dec	N	Yes	411.00	411.00	0.0
Bill Wilkins Lodge Community Night Hire - Jan to Jun	N	Yes	411.00	411.00	0.0
Bill Wilkins Lodge Corporate casual hour rate - Jul to Dec	N	Yes	33.30	33.30	0.0
Bill Wilkins Lodge Corporate casual hour rate - Jan to Jun	N	Yes	33.30	33.30	0.0
Bill Wilkins Lodge Corporate regular hour rate - Jul to Dec	N	Yes	27.75	27.75	0.0
Bill Wilkins Lodge Corporate regular hour rate - Jan to Jun	N	Yes	27.75	27.75	0.0
Bill Wilkins Lodge Corporate Night Hire - Jul to Dec	N	Yes	444.00	444.00	0.0
Bill Wilkins Lodge Corporate Night Hire - Jan to Jun	N	Yes	444.00	444.00	0.0
Cheong Park Hall					
Cheong Park Hall Hire	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Wyreena administration					
Facility Hire	N	Yes	Varies according to quote	Varies according to quote	
Wyreena Music Cafe and Events					
Wyreena Open Day Music Café	N	Yes	35.00	40.00	12.5
Wyreena Course Fees Term 1					
Adults	N	Yes	Varies according to course	Varies according to course	
Children	N	Yes	Varies according to course	Varies according to course	
Wyreena Course Fees Term 2					

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Adults	N	Yes	Varies according to course	Varies according to course	
Children	N	Yes	Varies according to course	Varies according to course	
Wyreena Course Fees Term 3					
Adults	N	Yes	Varies according to course	Varies according to course	
Children	N	Yes	Varies according to course	Varies according to course	
Wyreena Course Fees Term 4					
Adults	N	Yes	Varies according to course	Varies according to course	
Children	N	Yes	Varies according to course	Varies according to course	
Wyreena School Holiday					
Wyreena School Holidays Fees Course Fees	N	Yes	Varies according to workshop	Varies according to workshop	
Wyreena Arts Lounge					
Rental hire fees for Gallery	N	Yes	Varies according to type of hire	Varies according to type of hire	
Federation Estate Gallery					
Fees for Hire of the Gallery 1 For 8 week blocks	N	Yes	968.00	968.00	0.0
Federation Estate Cultural Centre					
Federation Estate Hire of Studio 1	N	Yes	Varies according to quote	Varies according to quote	
Federation Estate Hire of Studio 3	N	Yes	Varies according to quote	Varies according to quote	
Federation Estate Hire of Studio 4	N	Yes	Varies according to quote	Varies according to quote	
Federation Estate Per month	N	Yes	Varies according to quote	Varies according to quote	
Karralyka Theatre Hire					
Commercial Performance	N	Yes	Varies according to quote	Varies according to quote	
Commercial Rehearsal	N	Yes	Varies according to quote	Varies according to quote	
Community Performance	N	Yes	Varies according to quote	Varies according to quote	
Community Rehearsal	N	Yes	Varies according to quote	Varies according to quote	
Not for Profit Performance	N	Yes	Varies according to quote	Varies according to quote	
Not for Profit Rehearsal	N	Yes	Varies according to quote	Varies according to quote	
Karralyka Theatre Tickets					
Theatre Tickets	N	Yes	Varies according to quote	Varies according to quote	
Karralyka Theatre Equipment					
Theatre Equipment	N	Yes	Varies according to quote	Varies according to quote	
Karralyka Theatre Labour					
Theatre labour	N	Yes	Varies according to quote	Varies according to quote	
Karralyka Morning Music					
Morning Music (show and morning tea)	N	Yes	24.00	25.00	4.0
Karralyka Functions-Other					
Breakfast Events	N	Yes	Varies according to quote	Varies according to quote	

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Cocktail Events	N	Yes	Varies according to quote	Varies according to quote	
Commercial Full Day - Banquet Room (all 3 rooms)	N	Yes	2,800.00	3,080.00	9.1
Commercial Full Day - Maroondah Room	N	Yes	1,400.00	1,540.00	9.1
Commercial Full Day - Mt Dandenong & Mullum Rooms	N	Yes	1,400.00	1,540.00	9.1
Commercial Full Day - Mt. Dandenong Room	N	Yes	800.00	1,000.00	20.0
Commercial Full Day - Mullum Room	N	Yes	800.00	1,000.00	20.0
Commercial Half Day - Banquet Room (all 3 rooms)	N	Yes	2,000.00	2,200.00	9.1
Commercial Half Day - Maroondah & Mullum Rooms	N	Yes	1,500.00	1,650.00	9.1
Commercial Half Day - Maroondah & Mullum Rooms	N	Yes	1,500.00	1,650.00	9.1
Commercial Half Day - Maroondah Room	N	Yes	1,200.00	1,320.00	9.1
Commercial Half Day - Mt Dandenong & Mullum Rooms	N	Yes	1,200.00	1,320.00	9.1
Commercial Half Day - Mt. Dandenong Room	N	Yes	600.00	800.00	25.0
Commercial Half Day - Mullum Room	N	Yes	600.00	800.00	25.0
Conference Full Day - 8 Hours	N	Yes	2,800.00	2,800.00	0.0
Conference Half Day - 5 Hours	N	Yes	2,000.00	2,000.00	0.0
Dinner Events	N	Yes	Varies according to quote	Varies according to quote	
Lunch Events	N	Yes	Varies according to quote	Varies according to quote	
Not For Profit Full Day - Banquet Room (all 3 rooms)	N	Yes	2,240.00	0.00	
Not For Profit Full Day - Maroondah Room	N	Yes	1,120.00	0.00	
Not For Profit Full Day - Mt Dandenong & Mullum Rooms	N	Yes	1,120.00	0.00	
Not For Profit Full Day - Mt. Dandenong Room	N	Yes	640.00	0.00	
Not For Profit Full Day - Mullum Room	N	Yes	640.00	0.00	
Not For Profit Half Day - Banquet Room (all 3 rooms)	N	Yes	1,600.00	0.00	
Not For Profit Half Day - Maroondah & Mullum Rooms	N	Yes	1,200.00	0.00	
Not For Profit Half Day - Maroondah & Mullum Rooms	N	Yes	1,200.00	0.00	
Not For Profit Half Day - Maroondah Room	N	Yes	960.00	0.00	
Not For Profit Half Day - Mt Dandenong & Mullum Rooms	N	Yes	960.00	0.00	
Not For Profit Half Day - Mt. Dandenong Room	N	Yes	480.00	0.00	
Not For Profit Half Day - Mullum Room	N	Yes	480.00	0.00	
Pre-Theatre Dinner	N	Yes	Varies according to quote	Varies according to quote	
School Function	N	Yes	Varies according to quote	Varies according to quote	
Sporting Club Function	N	Yes	Varies according to quote	Varies according to quote	
Engineering & Building Services					
Road Opening Permit					
Road Opening Permit	N	No	246.00	277.00	11.2
Flood/Overland Flow Information					
Build on flood prone land	S	No	299.80	305.80	2.0
Legal Point of Discharge					
Issue of Legal Point of Discharge, Fees in accordance with Statutory Building Regs	S	No	149.40	152.39	2.0
Vehicle Crossing Permit					
Vehicle Crossing Inspections / User charges Fees & Fines	N	No	246.00	277.00	11.2
Retrospective Vehicle Crossing	N	No	369.00	416.00	11.3
Drainage					
Drainage Fee - Stormwater Flood Modelling Information	N	No	65.00	65.00	0.0
Occupation Road Reserve Permit					
Construction Zone (Residential/Industrial occupation rate \$ per sqm per day)	N	No	0.61	0.68	10.3
Construction Zone (application fee)	N	No	104.00	117.00	11.1
Construction Zone (administration fee)	N	No	573.00	645.00	11.2
Construction Zone (Commercial occupation rate \$ per sqm per day)	N	No	1.21	1.36	11.0
Construction Zone extension (application fee)	N	No	104.00	117.00	11.1
Construction zone extension (administration fee)	N	No	115.00	130.00	11.5
Construction Zone extension (occupation rate \$ per sqm per day)	N	No	1.21	1.36	11.0
Construction zone (modification fee)	N	No	150.00	169.00	11.2
Occupation Road Reserve Permit					
Temporary Storage Container Permit Fee	N	No	440.00	495.00	11.1
Construction Zone (expenditure fee)	N	No	1,002.00	1,130.00	11.3
Traffic Management Plan Approval Permit					
Road and Footpath Closure Permit (occupation rate \$ per sqm per day)	N	No	100.00	112.50	11.1
Road and Footpath Closure Permit (application Fee)	N	No	200.00	225.00	11.1
Road and Footpath Closure Permit (modification fee)	N	No	80.00	90.00	11.1
Development					

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
2-5 industrial/factory/warehouse developments	N	No	454.00	873.00	48.0
Commercial Development Plan Checking Medium commercial development (500-2000m2)	N	No	776.00	873.00	11.1
Commercial Development Plan Checking Small commercial development (<500m2)	N	No	325.00	366.00	11.2
Commercial Large development (2000m2+)	N	No	1,295.00	1,457.00	11.1
Construction Management Plan Checking (Commercial / Industrial)	N	No	518.00	873.00	40.7
Construction Management Plan Checking (Major residential - 7+ dwellings)	N	No	325.00	366.00	11.2
Development Plan Checking 6+ industrial/factory/warehouse developments	N	No	711.00	1,457.00	51.2
Small Residential Development Plan Checking (2-4 Lot development)	N	No	325.00	366.00	11.2
Residential Development Plan Checking 5-8 Lot development with common property	N	No	518.00	0.00	
Medium Residential Development Plan Checking 5-9 Lot development)	N	No	776.00	873.00	11.1
Single industrial/factory/warehouse development	N	No	195.00	366.00	46.7
Medium Unit / Apartment Development Plan Checking 11-40 unit apartment building	N	No	518.00	873.00	40.7
Small Unit / Apartment Development Plan Checking Up to 10 unit apartment building	N	No	325.00	366.00	11.2
Large Unit / Apartment Residential Development Plan Checking 41+ unit apartment building	N	No	776.00	1,457.00	46.7
Subdivisions Supervision, Fee set by Subdivision Act	S	No	Price on Application	Price on Application	
Amended Endorsed Engineering Plans	S	No	336.40	344.13	2.2
Engineering Services					
Build Over Easement Application	S	No	299.80	305.80	2.0
Building Services					
\$100,001 - \$150,000 Cost of Construction including 5 inspections (\$ Fee + (0.81%) of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Amendments Class 1 or 10 Amendments	N	Yes	Price on Application	Price on Application	
Building Permit Amendments Class 2 - 9 Amendments	N	Yes	Price on Application	Price on Application	
Building Services Additional Inspection Fees Additional Inspection required for Building Permits & Lapsed Permits	N	Yes	Price on Application	Price on Application	
Demolitions Commercial (\$ Fee + \$680 per storey)	N	Yes	Price on Application	Price on Application	
Demolitions Domestic	N	Yes	Price on Application	Price on Application	
Dwellings > \$300,000 unit development	N	Yes	Price on Application	Price on Application	
Extension of Time for Permits Class 2 - 9	N	Yes	Price on Application	Price on Application	
Extension of Time for Permits Class 1 or 10	N	Yes	Price on Application	Price on Application	
Lodgement Fee	S	No	125.80	128.32	2.0
Consent & Reports: (Dispensations) Advertise for Owner - first property	N	Yes	160.00	180.00	11.1
Consent & Reports: (Dispensations) Advertise for Owner - subsequent properties	N	Yes	65.00	73.00	11.0
Consent & Reports: (Dispensations) Hoarding Occupation Activity - m2	N	Yes	7 (weekly rate)	1.36 (daily rate)	
Consent & Reports: (Dispensations) Hoarding Occupation Domestic	N	Yes	65 (per week)	1.36 (per day)	
Consent & Reports: (Dispensations) Hoarding Occupation Non-Declared Roads - m2 per day	N	Yes	4 (per week)	0.8 (per day)	
Consent & Reports: (Dispensations) Hoarding Occupation Activity Centre - m2 per day	N	Yes	0.00	0.80	
Consent & Reports: (Dispensations) Hoarding Permit	S	No	299.80	305.00	1.7
Consent & Reports: (Dispensations) Permit issued or work commenced - first clause	N	Yes	450.00	506.25	11.1
Consent & Reports: (Dispensations) Permit issued or work commenced - subsequent clauses	N	Yes	305.45	343.65	11.1
Consent & Reports: (Dispensations)	S	No	299.80	305.00	1.7
Consent & Reports: (Dispensations) 29A Process	S	No	87.90	89.70	2.0
Reg 326 (1), (2) & (3). Owner or mortgagee of building or land or prescribed building practitioner requesting information in respect to building or land	S	No	48.75	49.75	2.0
Copy of plans - Class 1 or 10, including copy of any associated documentation	N	No	165.00	175.00	5.7
Copy of plans - Class 2 - 9, (Commercial Plans - up to 10 pages, more pages Price On Application)	N	No	260.00	295.00	11.9
Building Permit Fees Garages/Sheds/Carports/veranda/shade sails \$0-\$25,000 (including 3 inspections) (\$Fee)	N	Yes	Price on Application	Price on Application	
Building Permit Fees Garages/Sheds/Carports/veranda/shade sail \$25,001-\$50,000 including 3 inspections (\$Fee+(0.45%) of building work	N	Yes	Price on Application	Price on Application	
Building Permit fee garages/Sheds/Carports/verandas/shade sails \$50,000+ (\$Fee+0.45%)	N	Yes	Price on Application	Price on Application	

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Building Permit Fee Class 2 to 9 Buildings Minor works \$0-\$10,000 (\$ Fee + building work)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Class 2 to 9 Buildings \$1,000,001+(Price on Application)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Class 2 to 9 Buildings \$10,001-\$50,000 (\$Fee+(0.45% of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Class 2 to 9 Buildings \$50,001-\$100,000 (\$Fee+(0.455) of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Class 2 to 9 Buildings \$100,001-\$300,000 (\$Fee+(0.45%) of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Class 2 to 9 Buildings \$300,001-\$50,000(\$Fee+(0.45% of building works)	N	Yes	Price on Application	Price on Application	
Building permit Fee Demolitions Commercial (\$Fee+\$680 per storey)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Demolitions Domestic	N	Yes	Price on Application	Price on Application	
Building Permit Fee Restump/underpin of dwelling including 4 inspections (\$ fee)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Dwellings \$12,000-\$50,000 Cost of Construction including 4 inspections (Fee of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Dwellings \$50,001-\$100,000 Cost of Construction including 4 inspections (\$ Fee + (0.35%) of building works)	N	Yes	Price on Application	Price on Application	
Building Permit fee Dwellings \$100,001-\$150,000 Cost of Construction including 5 inspections (\$ Fee + (0.30%) of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Dwellings \$150,001-\$200,000 Cost of Construction including 5 inspections (\$ Fee + (0.65%) of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Dwellings \$200,001-\$250,000 Cost of Construction including 5 inspections (\$ Fee + (0.65%) of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Dwellings \$250,001-\$300,000 Cost of Construction including 5 inspections (\$ Fee + (0.65%) of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Non prescribed fences due to report and consent including 2 inspections	N	Yes	Price on Application	Price on Application	
Building Permit Fee Fences/Ret Walls/Masts/Poles Up to \$25,000 including 2 inspections (\$ Fee)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Fences/Ret Walls/Masts/Poles \$25,001-\$50,000 including 2 inspections (\$ Fee + 0.45 of cost of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Fences/Ret Walls/Masts/Poles \$50,001-over including 3 inspections (\$ Fee + (0.45% f cost of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Swimming pool barrier (Temp Pool), above ground pool, Alterations to existing barrier including 2 inspections (\$Fee)-NEW	N	Yes	Price on Application	Price on Application	
Building Permit Fee Swimming pools and Spas \$12,001-\$20,000 including 4 inspections (\$Fee+(0.30%) of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Swimming pools and Spas \$20,001-\$40,000 including 4 inspections (\$ Fee + (0.35%) of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Swimming pools and Spas \$40,001-\$60,000 including 4 inspections (\$ Fee + (0.45%) cost of building works)	N	Yes	Price on Application	Price on Application	
Building Permit Fee Swimming pools and Spas \$60,001+ over including 4 inspections (\$ Fee + 0.45%)	N	Yes	Price on Application	Price on Application	
Consent & Reports: (Dispensations) Extension of time	N	Yes	144.00	162.00	11.1
Copy of plans - Class 2 - 9, Commercial Plans additional permits - Copies of plans, Certificates or any requested information)	N	No	150.00	170.00	11.8
BS Swimming Pool Audit					
Swimming Pool Audit Compliance Lodgement fee	S	No	21.10	21.50	1.9
Swimming Pool Audit Non-Compliance Fee	S	No	397.54	405.50	2.0
Swimming Pool Audit Fee-Registration	S	No	48.75	48.75	0.0
Infringements	N	No	0.00	378.00	
Swimming Pool Register - Registration (2.15 fee units)	S	No	32.85	32.85	0.0
Asset Protection Program					
Asset Protection - Industrial/Commercial/Warehouse	N	No	665.00	750.00	11.3
Asset Protection - Veranda/Decks/Pergola/Alfresco/Small Shed	N	No	390.00	440.00	11.4
Asset Protection - Demolition/New dwelling/Swimming pool/spa/Garage/Carport/large shed/Dpu/Extension/Addition/Alteration	N	No	500.00	565.00	11.5
Multi Dwelling - 10+	N	No	1,335.00	1,500.00	11.0
Multi Dwelling - 2	N	No	665.00	750.00	11.3
Multi Dwelling - 3 -5	N	No	890.00	1,000.00	11.0
Multi Dwelling - 6 -9	N	No	1,110.00	1,250.00	11.2
Multi storey development - 2-4	N	No	2,220.00	2,500.00	11.2
Fee-Asset Protection	N	No	0.00	1,000.00	
Service Authority Inspections					
Permit Income	N	No	0.00	100.00	
Community Safety					
Local Laws					
Local Law Infringement Notices - Category 1	N	No	200.00	0.00	
Local Law Infringement Notices - Category 2	N	No	500.00	0.00	

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Local Law Infringement Notices - Category 3	N	No	1,000.00	0.00	
Local Law Infringement Notices - 1 Penalty Unit	N	No	185.00	185.00	0.0
Footpath Trading area in excess of 6m2 (per square metre)	N	No	36.00	40.00	10.0
Permit for Footpath Trading - 1 categories	N	No	130.00	143.00	9.1
Permit for Footpath Trading - 2 categories	N	No	230.00	250.00	8.0
Permit for Footpath Trading - 3 categories	N	No	370.00	395.00	6.3
Permit for Commercial waste bin on council land	N	No	235.00	260.00	9.6
Permit for skip bin to be left on nature strip (Contractor not individual person) 1 to 3 days	N	No	85.00	95.00	10.5
Permit for skip bin to be left on nature strip (Contractor not individual person) 4 to 8 days	N	No	140.00	155.00	9.7
Permit for skip bin to be left on nature strip (Contractor not individual person) 9 to 14 days	N	No	185.00	208.00	11.1
Shipping Container Permit (for longer than 28 days)	N	No	0.00	250.00	
Permit to keep additional animals (annual renewal)	N	No	56.00	60.00	6.7
Permit to sell goods i.e. Street Stalls - per annum	N	No	2,819.00	3,100.00	9.1
Permit Real Estate Multiple Boards	N	No	420.00	470.00	10.6
Permit Street Performance	N	No	45.00	50.00	10.0
Permit Street Art	N	No	45.00	50.00	10.0
Permit Fundraising (if not registered under Fundraising Act)	N	No	120.00	130.00	7.7
Permit Filming in a Public Place	N	No	0.00	150.00	
Administration fee - Compulsory Clearance	N	No	110.00	123.00	10.6
Impound fee - small items	N	No	65.00	73.00	11.0
Impound fee - large items	N	No	130.00	145.00	10.3
Impound fee for skip bin, bulk waste container, shipping container, clothing recycling bin	N	No	400.00	440.00	9.1
Impound Storage fee - small items per day	N	No	10.00	11.00	9.1
Impound Storage fee - Vehicle/large item per day	N	No	25.00	27.00	7.4
General Local Law Permit Application	N	No	100.00	110.00	9.1
Permit Clothing Bin on Council Land	N	No	1,210.00	1,260.00	4.0
Animals					
Domestic Animal Business Registration	N	No	237.00	260.00	8.8
Animal Registrations - All other Cats to which the reduced fee does not apply. (Entire)	N	No	131.00	144.00	9.0
Animal Registrations - All other dogs to which a reduced fee does not apply (Entire)	N	No	174.00	190.00	8.4
Animal Registrations - Desexed & Microchipped Cats	N	No	46.00	48.00	4.2
Animal Registrations - Dogs Desexed & Microchipped	N	No	56.00	59.00	5.1
Animal Registrations Dangerous Dog. Includes dogs declared menacing & all restricted breeds	N	No	285.00	310.00	8.1
Animal Registrations Pensioner/Concession - Cats Desexed & Microchipped	N	No	23.00	24.00	4.2
Animal Registrations Pensioner/Concession - Cats Entire	N	No	65.00	72.00	9.7
Animal Registrations Pensioner/Concession - Dogs Desexed & Microchipped	N	No	28.00	29.50	5.1
Animal Registrations Pensioner/Concession - Dogs Entire	N	No	87.00	95.00	8.4
Domestic Animals Infringement- Not wearing Council tag	S	No	92.00	92.50	0.5
Domestic Animals Infringement- Category 2 (Dog/cat found in prohibited public place) (Allow dog to rush or chase a person)	S	No	185.00	185.00	0.0
Domestic Animals Infringement Dog At Large - Day time	S	No	277.00	277.50	0.0
Domestic Animals Infringement - Unregistered / Dog At Large Night time	S	No	370.00	370.00	0.0
Domestic Animals Infringement - Non serious injury caused by Dog Attack	S	No	462.00	462.50	0.0
Traffic					
Parking Road Safety (General) Regulations 2019 "Green Sign" Offence Codes 701 - 714 (0.5 penalty unit)	S	No	92.00	92.00	0.0
Parking Road Safety (General) Regulations 2019 Offence Codes 715 - 808 (0.6 penalty unit)	S	No	110.00	111.00	0.9
Statutory Offences Fine prescribed in Road Rules Victoria (1 Penalty unit)	S	No	185.00	0.00	
Abandoned vehicles reclaim fee	N	No	400.00	440.00	9.1
Abandoned Vehicles - Storage Fee (per day)	N	No	25.00	25.00	0.0
Croydon Traders Vehicle 12 months	N	No	175.00	196.00	10.7
Croydon Traders Vehicle 6 months	N	No	88.00	98.00	10.2
RMAC Permit Vehicle 1	N	No	48.00	53.00	9.4
RMAC Permit Vehicle 2	N	No	84.00	92.00	8.7
RMAC Permit Vehicle 3	N	No	130.00	143.00	9.1
RMAC Permit Visitor	N	No	42.00	46.00	8.7
Tradesperson Parking Permit	N	No	18.00	19.50	7.7
Heavy Haulage Tow Fee	N	No	per contractor fee	per contractor fee	
Commercial Waste Bin Enclosure					
Commercial Waste Bin Enclosure Permit - 240L Bin - 12 Months	N	No	216.00	216.00	0.0
Commercial Waste Bin Enclosure Permit - 240L Bin - 6 Months	N	No	108.00	108.00	0.0
Commercial Waste Bin Enclosure Permit - 660L Bin - 12 Months	N	No	594.00	594.00	0.0
Commercial Waste Bin Enclosure Permit - 660L Bin - 6 Months	N	No	297.00	297.00	0.0

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Commercial Waste Bin Enclosure Permit - 1100L Bin - 12 Months	N	No	886.00	886.00	0.0
Commercial Waste Bin Enclosure Permit - 1100L Bin - 6 Months	N	No	443.00	443.00	0.0
Commercial Waste Bin Enclosure Permit - 1.5m3 Bin - 12 Months	N	No	1,210.00	1,210.00	0.0
Commercial Waste Bin Enclosure Permit - 1.5m3 Bin - 6 Months	N	No	605.00	605.00	0.0
Commercial Waste Bin Enclosure Permit - 3m3 (and above) Bin - 12 Months	N	No	2,430.00	2,430.00	0.0
Commercial Waste Bin Enclosure Permit - 3m3 (and above) Bin - 6 Months	N	No	1,265.00	1,265.00	0.0
Activity Centre Reserved Parking					
Activity Centre Car Park Reserved Parking Bay Scheme - 12 Months	N	No	1,248.00	1,248.00	0.0
Activity Centre Car Park Reserved Parking Bay Scheme - 6 Months	N	No	624.00	624.00	0.0
Activity Centre Car Park Reserved Parking Bay Scheme - 1 Month	N	No	130.00	130.00	0.0
Activity Centre Car Park Reserved Parking Bay Scheme - Access Card & Remote (New)	N	No	43.00	43.00	0.0
Activity Centre Car Park Reserved Parking Bay Scheme - Access Card Replacement	N	No	22.00	22.00	0.0
Activity Centre Car Park Reserved Parking Bay Scheme - Access Remote Replacement	N	No	22.00	22.00	0.0
Community Health					
Community Health Education Seminar (2 Hours) / Min grp 10 people	N	Yes	290.00	304.00	4.6
Community Health Education Seminar (per person over minimum)	N	Yes	29.00	30.00	3.3
Prescribed Accommodation Registration/Renewal 4 - 20 Beds	N	No	326.00	343.00	5.0
Prescribed Accommodation Registration/Renewal 21 - 40 Beds	N	No	483.00	505.00	4.4
Prescribed Accommodation Registration/Renewal (more than 41 bedrooms)	N	No	656.00	690.00	4.9
Prescribed Accommodation - Rooming House	N	No	357.00	375.00	4.8
Food Events/Fetes once-off/Short term registration (CLASS 2)	N	No	200.00	210.00	4.8
Food Premises Registration Fees Class 1 Premises	N	No	651.00	685.00	5.0
Food Premises Registration Fees Class 2 Premises	N	No	540.00	565.00	4.4
Food Premises Registration Fees Class 3 Premises	N	No	405.00	425.00	4.7
Food Premises Renewal Fees Class 1 Premises	N	No	651.00	685.00	5.0
Food Premises Renewal Fees Class 2 Premises	N	No	540.00	565.00	4.4
Food Premises Renewal Fees Class 3 Premises	N	No	405.00	425.00	4.7
Food Premises Registration Fees Class 2 Additional Premises	N	No	273.00	288.00	5.2
Food Premises Registration Fees Class 3 Additional Premises	N	No	205.00	215.00	4.7
Food Premises Renewal Fees Class 2 Additional Premises	N	No	273.00	288.00	5.2
Food Premises Renewal Fees Class 3 Additional Premises	N	No	205.00	215.00	4.7
Food Premises Registration Fees Class 2 Streetrader Temporary Mobile Premises	N	No	540.00	565.00	4.4
Food Premises Registration Fees Class 3 Streetrader Temporary Mobile Premises	N	No	405.00	425.00	4.7
Food Premises Renewal Fees Class 2 Streetrader Temporary Mobile Premises	N	No	540.00	565.00	4.4
Food Premises Renewal Fees Class 3 Streetrader Temporary Mobile Premises	N	No	405.00	425.00	4.7
Food Premises Registration Fees Food Class 2 Premises - Community/Sports Groups	N	No	268.00	282.00	5.0
Food Premises Registration Fees Food Class 3 Premises - Community/Sports Groups	N	No	205.00	215.00	4.7
Food Premises Renewal Fees Food Class 2 - Community/Sports Groups	N	No	268.00	290.00	7.6
Food Premises Renewal Fees Food Class 3 - Community/Sports Groups	N	No	205.00	215.00	4.7
Food Premises Registration Fee Class 2 Community/Sports Group - Additional Premises TFP/MFV	N	No	133.00	140.00	5.0
Food Premises Registration Fee Class 3 Community/Sports Group - Additional Premises TFP/MFV	N	No	103.00	108.00	4.6
Food Premises Renewal Fee Class 2 Community/Sports Group - Additional Premises TFP/MFV	N	No	133.00	140.00	5.0
Food Premises Renewal Fee Class 3 Community/Sports Group - Additional Premises TFP/MFV	N	No	103.00	108.00	4.6
Once off registration (no fixed prem) Class 2 Comm/Sports Group (including fete) (not prorata)	N	No	103.00	140.00	26.4
Once off registration (no fixed prem) Class 3 Comm/Sports Group (including fete) (not prorata)	N	No	103.00	108.00	4.6
Food Premises Additional / Follow up Inspection / Pre Renewal Inspection	N	No	200.00	210.00	4.8
Food Premises New Proprietor Fee (Class 1,2 & 3)	N	No	247.00	260.00	5.0
Plans Assessment (Optional all premises)	N	No	180.00	189.00	4.8
Food Premises Registration Fee Very Large Manufactures & Supermarkets	N	No	2,605.00	2,725.00	4.4
Food Premises Registration Fee Very Large Restaurants/Cafes/Hotels/Clubs (>100 seats)	N	No	767.00	805.00	4.7
Food Premises Renewal High Risk Category - Very Large Manufacturers/Supermarkets	N	No	3,057.00	3,300.00	7.4
Food Premises Renewal High Risk Category - Very Large Restaurants/Cafes/Hotels/Clubs (>100 seats)	N	No	903.00	975.00	7.4
Health Premises one-off Registration - Low Risk Activities	N	No	275.00	290.00	5.2
Health Premises Registration Fee - Low Risk Activities	N	No	205.00	215.00	4.7

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Health Premises Registration Fee - Medium Risk Activities	N	No	265.00	278.00	4.7
Health Premises Registration - High Risk Activities	N	No	330.00	345.00	4.3
Health Premises Transfer Registration Fee	N	No	150.00	158.00	5.1
Health Premises Renewal Fee - Low Risk Activities	N	No	205.00	215.00	4.7
Health Premises Renewal Fee - Medium Risk Activities	N	No	265.00	278.00	4.7
Health Premises Renewal Fee - High Risk Activities	N	No	330.00	345.00	4.3
Food Premises Renewal Fee Very Large Manufacturers/Supermarkets	N	No	2,605.00	2,725.00	4.4
Health Premises Renewal - High Risk Category (Medium Risk Activities/Aquatics)	N	No	330.00	345.00	4.3
Health Premises Renewal - Low Risk Category (Medium Risk Activities/Aquatics)	N	No	196.00	206.00	4.9
Food Premises Renewal Fees Very Large Restaurants/Cafes/Hotels/Clubs (>100 seats)	N	No	767.00	805.00	4.7
Food Premises renewal - Low Risk Category - Class 3 (compliant over 2 years)	N	No	286.00	300.00	4.7
Food Premises renewal High Risk Category - Class 1	N	No	762.00	800.00	4.8
Food Premises renewal High Risk Category - Class 2	N	No	637.00	670.00	4.9
Renewal Late Payment Administration Fee	N	No	115.00	75.00	-53.3
Health Premises Renewal - High Risk Category (High Risk Activities)	N	No	378.00	398.00	5.0
Health Premises Additional / Follow up Inspection	N	No	125.00	131.00	4.6
Pre-application Fee Food Class 1 Premises	N	No	365.00	385.00	5.2
Pre-application Fee Food Class 2 Premises	N	No	365.00	385.00	5.2
Pre-application Fee Food Class 2 Premises - Community/Sports Groups	N	No	247.00	260.00	5.0
Pre-application Fee Food Class 3 Premises	N	No	247.00	260.00	5.0
Pre-application Fee Food Class 3 Premises - Community/Sports Groups	N	No	220.00	230.00	4.3
Pre-application Fees Health Premises - Low Risk Activities	N	No	189.00	198.00	4.5
Pre-application Fees Health Premises - Medium Risk Activities	N	No	189.00	198.00	4.5
Pre-application Fees Health Premises - High Risk Activities	N	No	189.00	198.00	4.5
Pre-application Fees Food Manufacturers & Supermarkets	N	No	472.00	495.00	4.6
Pre-application Fees Restaurants/Cafes/Hotels/Clubs (>100 seats)	N	No	370.00	390.00	5.1
Pre Purchase Inspection Report - All premises types	N	No	245.00	258.00	5.0
Pre Purchase Inspection Report - All premises types - less than 5 Days Notification	N	No	310.00	325.00	4.6
Wastewater Application - LCA Assessment	N	No	195.00	205.00	4.9
Minor alteration to an on-site wastewater management system (37.25FU)	S	No	569.55	569.55	0.0
Permit to construct, install or alter an on-site wastewater management system (up to 8.2 hours work) (48.88 FU)	S	No	747.38	747.38	0.0
Permit to construct, install or alter an on-site wastewater management system (additional fee per hour of assessment over 8.2 hour) (6.12 FU)	S	No	93.57	93.57	0.0
Permit to construct, install or alter an on-site wastewater management system (Maximum Fee limit) (135.43 FU)	S	No	2,070.72	2,070.72	0.0
Fee to transfer onsite wastewater management system (9.93 FU)	S	No	151.82	151.82	0.0
Fee to amend onsite wastewater management system permit (10.38 FU)	S	No	158.71	158.71	0.0
Fee to apply for an exemption to a required permit (up to 2.6 hours work) (14.67 FU)	S	No	224.30	224.30	0.0
Fee to apply for an exemption to a required permit (additional fee per hour) (5.94 FU)	S	No	90.82	90.82	0.0
Wastewater Application - fee to apply for an exemption to a required permit (Maximum fee limit) (61.41 FU)	S	No	938.96	938.96	0.0
Wastewater Application - Renewal Fee (8.31 FU)	S	No	127.06	127.06	0.0
Immunisation					
Chicken pox	N	Yes	73.00	80.00	8.8
Hepatitis B	N	Yes	23.00	43.00	46.5
Influenza per dose	N	Yes	28.00	29.00	3.4
Diphtheria Tetanus Pertussis	N	Yes	54.00	57.00	5.3
Meningococcal ACYW	N	Yes	86.00	0.00	
Bexero	N	Yes	120.00	143.00	16.1
Statutory Planning					
Statutory Planning					
Extension of Permit/Time, Planning & Environment Act Fee	N	Yes	303.00	341.00	11.1
Public Notices	N	Yes	200.00	225.00	11.1
1 Tree removal Permit Fees: Planning & Environment Act Fee	S	Yes	125.00	141.00	11.3
2 Tree removal Permit Fees: Planning & Environment Act Fee	S	Yes	152.00	171.00	11.1
3 Tree removal Permit Fees: Planning & Environment Act Fee	S	Yes	179.00	202.00	11.4
4 Tree removal Permit Fees: Planning & Environment Act Fee	S	Yes	206.00	232.00	11.2
5 Tree removal Permit Fees: Planning & Environment Act Fee	S	Yes	233.00	263.00	11.4
6+ Tree removal Permit Fees: Planning & Environment Act Fee	S	Yes	260.00	293.00	11.3
All other development more than \$50M	S	No	60,282.60	61,488.30	2.0
A permit not otherwise provided for in the regulation	S	No	1,377.80	1,405.40	2.0
All other development more than \$100,000 to \$1M	S	No	1,617.70	1,650.10	2.0
All other development more than \$15M to \$50M	S	No	26,820.70	27,375.10	2.0
All other development more than \$1M to \$5M	S	No	3,568.30	3,639.70	2.0
All other development more than \$5M to \$15M	S	No	9,095.00	9,276.90	2.0

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
All other development up to \$100,000	S	No	1,199.70	1,223.70	2.0
Amend or end a section 173 agreement	S	No	688.90	702.70	2.0
Amendment to a permit to change the permit	S	No	1,377.80	1,405.40	2.0
Certificate of compliance	S	No	340.60	347.40	2.0
Determination to the satisfaction of Council (Includes secondary consent amendment applications)	S	No	340.60	401.90	15.3
Single dwelling more than \$10,000 to \$100,000	S	No	658.00	671.20	2.0
Single dwelling more than \$100,000 to \$500,000	S	No	1,346.80	1,373.70	2.0
Single dwelling more than \$500,000 to \$1M	S	No	1,455.20	1,484.30	2.0
Single dwelling more than \$1M to \$2M	S	No	1,563.50	1,594.80	2.0
Single dwelling up to \$10,000	S	No	209.00	213.20	2.0
Change Of Use Only, Planning & Environment Act Fee	S	No	1,377.80	1,405.40	2.0
Subdivision: Planning & Environment Act Fee - Boundary realignment	S	No	1,377.80	1,405.40	2.0
Subdivision: Planning & Environment Act Fee - Remove Restriction (Covenant) - no adv req	S	No	1,377.80	1,405.40	2.0
Subdivision: Planning & Environment Act Fee - Create, Vary Or Remove An Easement	S	No	1,377.80	1,405.40	2.0
Subdivision: Planning & Environment Act Fee - Create/Vary/Remove Restriction (Covenant)	S	No	1,377.80	1,405.40	2.0
Subdivision: Planning & Environment Act Fee - Subdivide existing building	S	No	1,377.80	1,405.40	2.0
Subdivision: Planning & Environment Act Fee - Subdivide into 2 lots	S	No	1,377.80	1,405.40	2.0
Subdivision: Planning & Environment Act Fee - Subdivide into 3 or more lots	S	No	1,377.80	1,405.40	2.0
Use of land (includes car parking and liquor licence applications)	S	No	1,377.80	1,405.40	2.0
VicSmart application to subdivide or consolidate land	S	No	209.00	213.20	2.0
VicSmart more than \$10,000	S	No	449.00	458.00	2.0
VicSmart up to \$10,000	S	No	209.00	213.20	2.0
General Planning Information request	N	Yes	180.00	203.00	11.3
Permit Requests (\$80 for each thereafter)	N	Yes	335.00	377.00	11.1
Single dwelling (Residential Zone) requests (\$30 each thereafter)	N	Yes	124.00	140.00	11.4
Single Dwelling Residential Information request	N	Yes	111.00	125.00	11.2
Subdivision - Alteration of a plan	S	Yes	116.10	118.40	1.9
All other Applications, P/E Act Fee	S	Yes	1,377.80	1,405.40	2.0
Other subdivision fee: re-cert (second time), Planning & Environment Act Fee	S	No	182.70	182.70	0.0
Subdivision - Amend a certified plan	S	No	147.10	150.00	1.9
Infringements-Company, Planning & Environment Act Fee	S	No	1,871.90	1,909.30	2.0
Infringements-Individual, Planning & Environment Act Fee	S	No	936.00	954.70	2.0
A3 Size - Black & White per copy	N	Yes	2.00	3.00	33.3
A4 Size - Black & White per copy	N	Yes	1.00	2.00	50.0
A1 Size - Black & White per copy	N	Yes	24.00	27.00	11.1
Remove, destroy or lop of one or more trees or vegetation	N	No	260.00	293.00	11.3
Statutory Planning Neighbourhood Character					
Fences, Act	S	No	152.00	171.00	11.1
Siting, Act	S	No	319.00	358.90	11.1
Finance and Commercial					
Revenue					
Fee - Direct Debt Dishonour/Administration	N	No	25.00	25.00	0.0
Land Information Certificate Fees	S	No	27.80	28.90	4.0
Copy Rate Notice	N	No	20.00	20.00	0.0
Urgent Land Information Certificate	N	No	50.00	50.00	0.0
Vehicle Access Over Council Land Application Fee	N	No	500.00	575.00	13.0
Vehicle Access Over Council Land Application Bond	N	No	2,500.00	2,812.50	11.1
Governance and Performance					
Election					
Failure to vote	S	No	92.00	not available until 1/7/23	
Senior Executive					
International Women's Day					
Fee	N	Yes	0.00	28.00	
Operations					
Marveloo					
Use of Marveloo	N	Yes	Varies according to quote	Varies according to quote	
Leisure					
Night Run					
Fee	N	Yes	0.00	20.00	
Individual	N	Yes	26.00	26.00	0.0
Family	N	Yes	52.00	57.00	8.8
Run Maroondah					
Entry fee - individual 15km	N	Yes	36.40	36.40	0.0
Entry fee - individual 10km	N	Yes	31.20	31.20	0.0
Entry fee - individual 5km	N	Yes	26.00	26.00	0.0

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Entry fee - concession 15km	N	Yes	31.20	31.20	0.0
Entry fee - concession 10km	N	Yes	26.00	26.00	0.0
Entry fee - concession 5km	N	Yes	20.80	20.80	0.0
Entry fee - family 5km run/walk (up to 4 participants)	N	Yes	57.20	57.20	0.0
Entry fee - family additional family entry per person	N	Yes	5.00	5.00	0.0
Entry fee - kids 1.2km dash (under 14 years)	N	Yes	15.60	15.60	0.0
Tri Maroondah					
Participation fee - varies	N	Yes	Varies	Varies	
Maroondah Festival					
Community site fee - marquee (no power)	N	Yes	40.00	50.00	20.0
Community site fee - display site (no power)	N	Yes	70.00	100.00	30.0
Market stall site - artisan stall	N	Yes	120.00	0.00	
Market stall site	N	Yes	120.00	0.00	
Commercial - Business & Eco Village site - commercial business marquee site	N	Yes	495.00	0.00	
Commercial - Business & Eco Village site - homegrown marquee site	N	Yes	430.00	0.00	
Commercial - food vendor site	N	Yes	450.00	0.00	
Quambee Reserve					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
North Ringwood Reserve					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Jubilee Park Income					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Proclamation Park Income					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Heathmont Reserve					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Manson Reserve					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
HE Parker Reserve					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
East Ringwood Reserve					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Mullum Reserve					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Belmont Reserve					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Arrabri Oval Income					

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Cheong Park Income					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Eastfield Park Income					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Glen Park Income					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Gracedale Park Income					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Ainslie Park Income					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Hughes Park Income					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Lipscombe Park Income					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Griff Hunt Reserve					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Barnegeong Reserve					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Silcock Reserve					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Town Park Income					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Croydon Park Income					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Dorset Complex Income					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Sundry Parks Reserve					
Seasonal & casual use of council facilities	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Occupancy Payments					
Tennis Club Rentals	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Sporting Clubs					
Use of facility	N	Yes	Refer to policy on the Maroondah City Council Website	Refer to policy on the Maroondah City Council Website	
Maroondah Leisure Joining Fee					
Joining Fee (no lock in)	N	Yes	99.00	99.00	0.0
Joining Fee (12 month lock in)	N	Yes	29.00	29.00	0.0
Maroondah Leisure Wellness Plus					
Maroondah Leisure Wellness Plus/Fee	N	Yes	0.00	79.00	
Maroondah Leisure Wellness Plus Concession					
Maroondah Leisure Wellness Plus Concession/Fee	N	Yes	0.00	67.20	
Maroondah Leisure Fitness Plus Family					
Fee	N	Yes	97.00	99.90	2.9
Maroondah Leisure Fitness Plus Family Concession					
Fee	N	Yes	81.60	84.90	3.9
Maroondah Leisure Fitness Plus Individual					
Maroondah Leisure Fitness Plus Individual	N	Yes	48.50	49.90	2.8
Club Membership Ringwood Swimming Club					
Club Memberships Ringwood Swimming Club	N	No	0.00	20.50	
Maroondah Leisure - Family Membership					
Lifestyle concession	N	Yes	120.70	127.50	5.3
Lifestyle	N	Yes	142.00	150.00	5.3
Mates Lifestyle x 2	N	Yes	127.80	135.50	5.7
Mates Lifestyle x 3	N	Yes	191.70	203.25	5.7
Mates Lifestyle x 4	N	Yes	255.60	271.00	5.7
Teen Lifestyle	N	Yes	35.50	37.60	5.6
Maroondah Leisure - 50 Plus Lifestyle Membership					
Fee Individual	N	Yes	60.35	67.70	10.9
Fee Individual + Partner	N	Yes	120.70	135.50	10.9
Maroondah Leisure - Individual Membership					
Lifestyle Concession	N	Yes	60.40	64.00	5.6
Lifestyle Individual	N	Yes	71.00	75.00	5.3
Maroondah Leisure - Golf					
Concession	N	Yes	55.30	58.65	5.7
Fortnightly	N	Yes	65.00	65.00	0.0
Maroondah Leisure - Aquatics					
Swim Plus Concession	N	Yes	31.00	32.90	5.8
Swim Plus	N	Yes	36.50	38.70	5.7
Aquanation - Casual Aquatics					
Adult swim	N	Yes	9.00	9.50	5.3
Child Swim	N	Yes	7.60	7.60	0.0
Family swim	N	Yes	25.60	27.00	5.2
Pensioner/Health Care Card	N	Yes	7.20	7.60	5.3
Seniors	N	Yes	8.10	8.60	5.8
Waterslide - Adult/Child Membership	N	Yes	4.15	4.40	5.7
Shower Access	N	Yes	4.20	4.50	6.7
Group Swim	N	Yes	12.40	0.00	
Aquanation - Waterslide					
Adult (unlimited slides 4-7pm weekdays, 10am-6pm weekends, school holidays and public holidays)	N	Yes	8.30	8.30	0.0
Child (unlimited slides 4-7pm weekdays, 10am-6pm weekends, school holidays and public holidays)	N	Yes	7.00	7.40	5.4
Aquanation - Casual spa, sauna & steam room					
Adult	N	Yes	12.80	13.00	1.5
Concession	N	Yes	11.00	11.20	1.8
Seniors	N	Yes	11.90	12.00	0.8
Aquanation - Aquatic 10 Visit Pass					
Adult swim	N	Yes	81.00	81.00	0.0
Concession swim	N	Yes	64.80	68.40	5.3
Child Swim	N	Yes	68.40	70.20	2.6
Family swim	N	Yes	230.40	243.00	5.2

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Seniors	N	Yes	107.00	77.40	-38.2
Aquation - Spa, sauna & steam room 10 Visit Pass					
Adult	N	Yes	115.20	117.00	1.5
Concession	N	Yes	99.00	102.00	2.9
Seniors	N	Yes	107.00	108.00	0.9
Aquation - Waterslide 10 Visit Pass					
Adult	N	Yes	74.70	74.70	0.0
Child/Concession swim	N	Yes	63.00	63.00	0.0
Aquation - Learn to Swim Joining Fee					
Fee	N	Yes	0.00	25.00	
Aquation - Aquatic Education					
Membership (48 weeks)	N	No	43.20	44.00	1.8
Private 1:1	N	No	65.00	65.00	0.0
Aquation - Schools					
lessons	N	Yes	10.00	10.00	0.0
Aquation - Facility Hire					
25m lane hire	N	Yes	40.00	40.00	0.0
25m pool booking	N	Yes	200.00	200.00	0.0
50m lane hire	N	Yes	59.00	59.00	0.0
50m pool booking	N	Yes	337.00	337.00	0.0
Warm water pool booking	N	Yes	130.00	130.00	0.0
Warm water pool - half pool booking	N	Yes	55.00	55.00	0.0
Waterslide hire (hire cost only, excludes staff costs)	N	Yes	208.00	208.00	0.0
Dive pool hire	N	Yes	180.00	180.00	0.0
Half dive pool hire	N	Yes	112.00	112.00	0.0
Group fitness room hire	N	Yes	78.00	78.00	0.0
Multipurpose (room 2) hire	N	Yes	90.00	90.00	0.0
Group Fitness Room Hire plus Classes	N	Yes	95.00	95.00	0.0
RSC Room Hire	N	Yes	90.00	90.00	0.0
Cycle Studio Hire	N	Yes	90.00	90.00	0.0
Dry Dive Hire	N	Yes	145.00	145.00	0.0
Half Dry Dive	N	Yes	88.00	88.00	0.0
Creche hire	N	Yes	78.00	78.00	0.0
Pool booking	N	Yes	159.00	159.00	0.0
Lane hire	N	Yes	33.50	33.50	0.0
Aquation - Creche					
Membership - One Child	N	Yes	11.00	11.00	0.0
Non Membership - One Child	N	Yes	12.00	12.00	0.0
Aquation - Creche 10 Visit Passes					
Membership 10 visit pass	N	Yes	99.00	99.00	0.0
Non Membership 10 visit pass	N	Yes	117.00	120.00	2.5
Occasional care	N	Yes	15.00	15.00	0.0
10 visit pass Occasional care	N	Yes	135.00	135.00	0.0
Aquation - Lockers					
Fee	N	Yes	3.50	3.50	0.0
Aquation - Personal Training					
Membership 10 pass 30 mins - 1:1	N	Yes	469.00	482.71	2.8
Membership 10 pass 60 mins - 1:1	N	Yes	736.00	758.54	3.0
Membership 10 Pass 45mins 1:1	N	Yes	603.00	603.00	0.0
Membership 30 mins - 1:1	N	Yes	52.00	53.05	2.0
Membership 30 mins - 2:1	N	Yes	71.00	71.00	0.0
Membership 60 mins - 1:1	N	Yes	81.00	83.81	3.4
Membership 60 mins - 2:1	N	Yes	99.00	101.85	2.8
Membership 45mins - 1:1	N	Yes	67.00	67.00	0.0
Non Membership 10 pass 30 mins - 1:1	N	Yes	541.00	541.00	0.0
Non Membership 10 pass 60 mins - 1:1	N	Yes	834.00	834.00	0.0
Non Membership 30 mins - 1:1	N	Yes	60.00	60.00	0.0
Non Membership 30 mins - 2:1	N	Yes	81.00	81.00	0.0
Non Membership 60 mins - 1:1	N	Yes	93.00	93.00	0.0
Non Membership 60 mins - 2:1	N	Yes	109.00	109.00	0.0
Start up Trial - 3 sessions	N	Yes	99.00	99.00	0.0
Aquation - Casual Health Club					
Adult	N	Yes	25.00	25.31	1.2
Concession	N	Yes	20.50	21.09	2.8
Seniors	N	Yes	21.50	22.15	2.9
Health Club Casual Teen	N	Yes	19.50	20.04	2.7
Active Adults - 10 visit pass	N	Yes	67.50	68.35	1.2
Aquation - Casual Group Fitness					
10 visits Adult	N	Yes	180.00	185.81	3.1
10 visits Seniors	N	Yes	162.00	166.12	2.5
10 visits Concession	N	Yes	153.00	156.63	2.3
Adult	N	Yes	20.00	20.57	2.8
Concession	N	Yes	17.00	17.40	2.3

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Fitness 30 min class Adult	N	Yes	13.00	13.18	1.4
Seniors	N	Yes	18.00	18.46	2.5
Aquanation - Group Training					
Fee	N	Yes	0.00	180.00	
Aquanation - Family Lifestyle Memberships - Dry					
Lifestyle-Family Concession	N	Yes	120.70	127.50	5.3
Aquanation - Individual Lifestyle - Dry					
Fee	N	Yes	71.00	75.00	5.3
Lifestyle-Individual Concession	N	Yes	60.40	60.40	0.0
Aquanation - Swim Lifestyle Membership					
Swim Plus Concession	N	Yes	31.00	32.90	5.8
Aquanation - Membership Joining Fee					
Fee	N	Yes	99.00	99.00	0.0
Aquanation - Rehab					
Rehab Swim - 3 months	N	Yes	285.85	300.00	4.7
Rehab Swim - 6 months	N	Yes	571.70	600.00	4.7
Rehab Swim - 12 months	N	Yes	1,143.40	1,200.00	4.7
Rehab Gym & Swim - 3 months	N	Yes	383.35	402.52	4.8
Rehab Gym & Swim - 6 months	N	Yes	766.70	805.04	4.8
Rehab Gym & Swim - 12 months	N	Yes	1,533.40	1,610.07	4.8
Aquanation - Fitness Plus Individual					
Fee	N	Yes	48.50	49.90	2.8
Aquanation - Fitness Plus Family Membership					
Fee	N	Yes	97.00	99.90	2.9
Aquanation - Fitness Plus Off Peak Membership					
Fee	N	Yes	31.50	32.40	2.8
Aquanation - Fitness Plus Teen Membership					
Fee	N	Yes	25.00	25.00	0.0
Aquanation - Wellness Plus					
Wellness Plus/Fee	N	Yes	0.00	79.00	
Aquanation - Wellness Plus Concession					
Aquanation-Wellness Plus Concession/Fee	N	Yes	0.00	67.20	
Aquahub - Casual Health Club					
Health Club Casual	N	Yes	25.00	25.00	0.0
Health Club Casual Concession	N	Yes	20.50	20.50	0.0
Health Club Casual Senior	N	Yes	21.50	21.50	0.0
Health Club Casual Teen	N	Yes	19.50	19.50	0.0
Aquahub - Gymnastics					
Fee Registration	N	Yes	47.00	47.00	0.0
Fitness plus teen	N	Yes	24.25	24.25	0.0
Aquahub - Room hire					
Stadium hire per hr	N	Yes	65.00	65.00	0.0
Aquahub - Stadium					
Single court per hour	N	Yes	47.00	47.00	0.0
Single half court	N	Yes	23.50	23.50	0.0
Stadium hire (per hour)	N	Yes	144.00	144.00	0.0
Aquahub - Personal Training					
10 Pass 30mins 1:1 (1 free session)	N	Yes	469.00	469.00	0.0
10 Pass 45mins 1:1 (1 free session)	N	Yes	603.00	603.00	0.0
10 Pass 60mins 1:1 (1 free session)	N	Yes	736.00	736.00	0.0
30mins 1:1	N	Yes	52.00	52.00	0.0
45mins 1:1	N	Yes	67.00	67.00	0.0
60mins 1:1	N	Yes	81.00	81.00	0.0
Start Up Trial - 3 sessions (30mins)	N	Yes	99.00	99.00	0.0
Non Membership 30 mins - 1:1	N	Yes	60.00	60.00	0.0
Non Membership 60 mins - 1:1	N	Yes	93.00	93.00	0.0
Membership 30 mins - 2:1	N	Yes	71.00	71.00	0.0
Membership 60 mins - 2:1	N	Yes	99.00	99.00	0.0
Non Membership 30 mins - 2:1	N	Yes	81.00	81.00	0.0
Non Membership 60 mins - 2:1	N	Yes	109.00	109.00	0.0
Membership 10 pass 30 mins - 1:1	N	Yes	469.00	469.00	0.0
Membership 10 pass 60 mins - 1:1	N	Yes	736.00	736.00	0.0
Non Membership 10 pass 30 mins - 1:1	N	Yes	541.00	541.00	0.0
Non Membership 10 pass 60 mins - 1:1	N	Yes	834.00	834.00	0.0
Membership 10 pass 30 mins - 2:1	N	Yes	640.00	640.00	0.0
Membership 10 pass 60 mins - 2:1	N	Yes	890.00	890.00	0.0
Non Membership 10 pass 30 mins - 2:1	N	Yes	732.00	732.00	0.0
Non Membership 10 pass 60 mins - 2:1	N	Yes	983.00	983.00	0.0
Aquahub - Active Adults					
Casual Active Adults programs	N	Yes	7.50	7.50	0.0
Active Adults - 10 visit pass	N	Yes	67.50	67.50	0.0
Aquahub - Membership Joining Fee					
Fee	N	Yes	99.00	99.00	0.0

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
School Lane Hire					
Fee	N	Yes	0.00	32.00	
Lane Hire					
Club/Assoc Lane Hire	N	Yes	61.00	61.00	0.0
Public Lane Hire - Peak	N	Yes	38.00	38.00	0.0
Public Lane Hire - Off Peak	N	Yes	32.00	32.00	0.0
Commercial Hire - Peak	N	Yes	49.00	49.00	0.0
Commercial Hire - Off Peak	N	Yes	38.00	38.00	0.0
Aquahub - Family Membership - Wet					
Fee	N	Yes	36.50	36.50	0.0
Aquahub - Adults					
10 Pass Swim Spa Sauna	N	Yes	110.70	117.00	5.4
10 Visit Adult Swim	N	Yes	78.30	82.80	5.4
Adult Swim	N	Yes	8.70	9.20	5.4
Swim Spa Sauna Adult	N	Yes	12.30	13.00	5.4
Aquahub - Juniors					
Child Swim	N	Yes	7.40	7.80	5.1
Aquahub - Concession					
10 pass Child Swim	N	Yes	66.60	66.60	0.0
10 Pass Swim Spa Sauna Concession	N	Yes	95.40	100.80	5.4
10 Visit Concession Swim	N	Yes	63.00	64.80	2.8
Concession Swim	N	Yes	7.00	7.30	4.1
Swim Spa Sauna Concession	N	Yes	10.60	11.20	5.4
Aquahub - Senior Card					
10 Visit Seniors Swim	N	Yes	70.20	74.70	6.0
Seniors Swim	N	Yes	7.80	8.30	6.0
Swim Spa Sauna Senior	N	Yes	11.40	11.70	2.6
10 Pass Swim Spa Sauna Senior	N	Yes	102.60	105.30	2.6
Aquahub - Family					
10 Visit Family	N	Yes	225.00	225.00	0.0
Family Swim (2 adults, 1Child)	N	Yes	25.00	26.50	5.7
Aquahub - Locker					
Fee	N	Yes	3.10	3.20	3.1
Aquahub - Learn to Swim					
Per fortnight Membership	N	No	43.20	43.20	0.0
Aquahub - Schools					
Per fortnight Membership	N	No	10.00	10.00	0.0
Aquahub - Casual Group Fitness					
Water Aerobics	N	Yes	20.00	20.00	0.0
Aquahub - Sauna & Spa					
Spa/Sauna Upgrade	N	Yes	3.60	3.80	5.3
Aquahub - Lane Hire					
Lane Hire (per hour)	N	Yes	40.00	40.00	0.0
Aquahub - Hydrotherapy Hire					
Hydrotherapy Hire Full Pool (per hour)	N	Yes	120.00	120.00	0.0
Hydrotherapy Hire Half Pool (per hour)	N	Yes	55.00	55.00	0.0
Croydon Memorial Pool Fitness Plus Family Membership					
Fitness Plus Family	N	Yes	97.00	99.90	2.9
Fitness Plus Family Concession	N	Yes	81.60	81.60	0.0
Croydon Memorial Pool Fitness Plus Off Peak Membership					
Fitness Plus Off Peak	N	Yes	31.50	32.40	2.8
Croydon Memorial Pool Fitness Plus Teen					
Fitness Plus Teen	N	Yes	25.00	25.00	0.0
Croydon Memorial Pool - Fitness Plus Individual Membership					
Fitness Plus Individual	N	Yes	48.50	49.90	2.8
Fitness Plus Individual Concession	N	Yes	41.20	41.20	0.0
Croydon Memorial Pool Carnival					
Carnival Hire - per hour, exclusive use	N	Yes	310.00	310.00	0.0
Lane Hire	N	Yes	47.00	47.00	0.0
Croydon Memorial Pool Concession					
Concession Fee	N	Yes	6.40	6.40	0.0
10 Visit Child/Concession Swim	N	Yes	57.60	57.60	0.0
Croydon Memorial Pool Juniors					
Juniors	N	Yes	6.80	6.80	0.0
10 pass Junior Swim	N	Yes	61.20	61.20	0.0
Croydon Memorial Pool Family Concessions					
Family Concessions	N	Yes	22.80	22.80	0.0
Croydon Memorial Pool Adults					
Adults	N	Yes	8.00	8.00	0.0
10 Visit Adult Swim	N	Yes	72.00	72.00	0.0
Croydon Memorial Pool Senior Card					
Senior Card	N	Yes	7.20	7.20	0.0
10 Visit Seniors Swim	N	Yes	64.80	64.80	0.0

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Croydon Memorial Pool Family Membership					
Fee	N	Yes	120.70	127.50	5.3
Croydon Memorial Pool Individual Membership					
Fee	N	Yes	71.00	75.00	5.3
Croydon Memorial Pool 50's Plus Membership					
Croydon Memorial Pool 50's Plus Membership	N	Yes	63.90	67.70	5.6
Croydon Memorial Pool Aquatics Membership					
Fee	N	Yes	36.50	38.70	5.7
Ringwood Golf Course Fees					
18 Hole Mid Week - Adult M/W 18 Holes	N	Yes	36.00	36.00	0.0
18 Hole Mid Week - Concession m/w 18	N	Yes	29.00	29.00	0.0
18 Hole Mid Week - Senior Card m/w 18	N	Yes	32.00	32.00	0.0
18 Hole Mid Week - Junior m/w 18	N	Yes	20.00	20.00	0.0
18 Hole Weekend - Adult W/E 18 Holes	N	Yes	41.00	41.00	0.0
18 Hole Weekend - Junior w/e 18	N	Yes	22.00	22.00	0.0
9 Holes Mid Week - Adult	N	Yes	28.00	28.00	0.0
9 Holes Mid Week - Junior	N	Yes	16.00	16.00	0.0
9 Holes Mid Week - Pension	N	Yes	23.00	23.00	0.0
9 Holes Mid Week - Senior Card	N	Yes	25.00	25.00	0.0
9 Holes Weekend - Adult	N	Yes	31.00	31.00	0.0
9 Holes Weekend - Junior	N	Yes	18.00	18.00	0.0
Ringwood Golf Equipment Hire					
Buggy Hire	N	Yes	6.00	6.00	0.0
Cart 18	N	Yes	40.00	43.00	7.0
Cart 9	N	Yes	20.00	20.00	0.0
Club hire 18 holes	N	Yes	20.00	20.00	0.0
Club hire 9 holes	N	Yes	15.00	15.00	0.0
The Rings Thursday Ladies					
Scoresheet	N	Yes	74.00	79.00	6.3
The Rings Sunday Mixed					
Scoresheet	N	Yes	74.00	79.00	6.3
The Rings BB Monday Senior					
Scoresheet - Winter Season Fees	N	Yes	72.00	74.00	2.7
Scoresheet - Summer Season Fees	N	Yes	74.00	76.00	2.6
The Rings Biddy Ball Skills					
New Enrolment Fee	N	Yes	10.90	12.20	10.7
The Rings Biddy Ball Play					
Weekly Fee	N	Yes	10.90	12.20	10.7
The Rings Schools Court Hire					
Per Hour	N	Yes	44.93	50.60	11.2
The Rings General Court Hire					
Casual Shooting	N	Yes	4.50	4.50	0.0
Off Peak	N	Yes	43.21	48.60	11.1
Peak	N	Yes	59.38	66.80	11.1
All Abilities Program	N	Yes	3.00	3.00	0.0
The Rings Open Days					
Open day	N	Yes	9.40	10.50	10.5
The Rings Biddy Ball Intro					
Weekly Fee	N	Yes	10.90	12.20	10.7
The Rings Basketball Holiday Prog					
Daily Rate	N	Yes	52.00	58.50	11.1
The Rings Multi Sports Holiday Prog					
Participation Fee	N	Yes	58.00	58.00	0.0
The Rings Soccer Holiday					
Participation Fee	N	Yes	52.00	52.00	0.0
Maroondah Nets Volleyball Badminton Holiday Program					
Holiday Program	N	Yes	52.00	58.50	11.1
Maroondah Nets Soccer Holiday Program					
Participation Fee	N	Yes	52.00	58.50	11.1
Maroondah Nets Netball Holiday Program					
Holiday Program	N	Yes	52.00	58.50	11.1
Maroondah Nets Multi Sports Holiday Program					
Holiday Program	N	Yes	58.00	65.25	11.1
Maroondah Nets School Court Hire					
Court Hire - Schools	N	Yes	44.93	50.60	11.2
Per outdoor netball court	N	Yes	14.35	16.20	11.4
Per volleyball court	N	Yes	31.75	37.20	14.7
Per table tennis court	N	Yes	16.17	18.20	11.2
Per badminton court	N	Yes	17.52	19.80	11.5
Per pickleball court	N	Yes	17.52	19.80	11.5
Maroondah Nets General Court Hire					
Fee Off Peak Badminton	N	Yes	16.84	19.00	11.4
Fee Off Peak Netball Indoor	N	Yes	43.21	48.60	11.1

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Fee Off Peak Netball Outdoor	N	Yes	13.78	15.60	11.7
Fee Off Peak Table Tennis	N	Yes	15.54	17.40	10.7
Fee Off Peak Volleyball	N	Yes	31.77	35.80	11.3
Fee Peak Badminton	N	Yes	21.21	23.80	10.9
Fee Peak Netball Indoor	N	Yes	59.38	66.80	11.1
Fee Peak Netball Outdoor	N	Yes	16.84	19.00	11.4
Fee Peak Table Tennis	N	Yes	19.80	19.00	-4.2
Fee Peak Volleyball	N	Yes	39.83	44.80	11.1
All Abilities Program	N	Yes	3.00	3.00	0.0
Off Peak Pickleball Indoor	N	Yes	16.80	19.00	11.6
Off Peak Pickleball Outdoor	N	Yes	10.40	11.80	11.9
Peak Pickleball Indoor	N	Yes	21.20	23.80	10.9
Peak Pickleball Outdoor	N	Yes	10.40	11.80	11.9
Casual Shooting	N	Yes	4.50	5.00	10.0
Open Days/Fees	N	Yes	0.00	10.50	100.0
Pickleball Hourly session indoor	N	Yes	5.30	6.00	11.7
Pickleball session outdoor	N	Yes	5.50	6.50	15.4
Badminton Session	N	Yes	7.50	8.50	11.8
Maroondah Nets Function Room Hire					
Room Hire - Combined	N	Yes	41.50	46.60	10.9
Room Hire - Room A	N	Yes	23.00	25.80	10.9
Room Hire - Room B	N	Yes	23.00	25.80	10.9
Maroondah Nets Tennis Holiday Program					
Tennis Holiday Program Participation fee Maroondah Nets	N	Yes	58.00	65.25	11.1
Dorset Golf Course Fees					
18 Hole Mid Week - Adult	N	Yes	36.00	36.00	0.0
18 Hole Mid Week - Concession	N	Yes	29.00	29.00	0.0
18 Hole Mid Week - Senior Card	N	Yes	32.00	32.00	0.0
18 Hole Mid Week - Junior	N	Yes	20.00	20.00	0.0
18 Hole Weekend - Adult	N	Yes	41.00	41.00	0.0
18 Hole Weekend - Junior	N	Yes	22.00	22.00	0.0
9 Holes Mid Week - Adult	N	Yes	28.00	28.00	0.0
9 Holes Mid Week - Junior	N	Yes	16.00	16.00	0.0
9 Holes Mid Week Pension	N	Yes	23.00	23.00	0.0
9 Holes Mid Week Senior Card	N	Yes	25.00	25.00	0.0
9 Holes Weekend - Adult	N	Yes	31.00	41.00	24.4
9 Holes Weekend - Junior	N	Yes	18.00	18.00	0.0
Dorset Golf Equipment Hire					
Buggy Hire	N	Yes	6.00	6.00	0.0
Cart 18	N	Yes	40.00	43.00	7.0
Cart 9	N	Yes	20.00	20.00	0.0
Club hire 18 holes	N	Yes	20.00	20.00	0.0
Club hire 9 holes	N	Yes	15.00	15.00	0.0
Community Services					
Vacation Care					
Inhouse Day	N	No	66.00	74.00	10.8
Excursion Day	N	No	78.00	87.00	10.3
Social Support					
Monthly Social Outing Fee	N	No	5.30	5.50	3.6
Shopping/library Return Trip	N	No	5.30	5.50	3.6
HACC Allied Health					
OT fee High Fee/Per Hour	N	No	113.30	117.85	3.9
OT fee low fee	N	No	11.20	11.65	3.9
OT fee medium fee	N	No	17.20	17.90	3.9
OT fee low fee per session (short course)	N	No	8.60	5.50	-56.4
OT fee high/private fee per session (short course)	N	No	81.05	30.20	-168.4
Social Inclusion & Well Being					
Low Fee - Social Support Group	N	No	8.60	8.95	3.9
Low Fee - Social Support Group with meal	N	No	18.50	20.15	8.2
High/Private Fee - Social Support Group	N	No	130.70	135.95	3.9
High/Private Fee - Social Support Group with meal	N	No	147.50	156.45	5.7
Social Support Group - Low fee per half day	N	No	5.30	5.50	3.6
Social Support Group with meal - Low fee per half day	N	No	15.20	16.70	9.0
Social Support Group - High/Private fee per half day	N	No	81.05	84.30	3.9
Social Support Group with meal - High/Private fee per half day	N	No	97.90	103.25	5.2
Social Support Group - virtual online session - Low fee	N	No	5.30	5.50	3.6
Social Support Group - virtual online session - High/private fee	N	No	29.05	30.20	3.8
Maroondah Police Seniors Register					
Seniors Register	N	No	5.30	5.50	3.6
FDC					
Family Day Care - Fee	N	No	12.58	12.58	0.0
Family Day Care - Levy	N	No	5.22	5.22	0.0
ODC					

FEES AND CHARGES 2023/2024					
Account Description	Fee Type N=Non Statutory S=Statutory	GST Yes/No	2022/2023 Fees & Charges Incl. GST	2023/2024 Fees & Charges Incl. GST	% Change
Occasional Day Care - Parents fee (half day)	N	No	45.50	49.00	7.1
Occasional Day Care - Parents fee (full day)	N	No	80.00	86.00	7.0
Community hourly rate	N	Yes	24.25	24.25	0.0
Others - hourly rate	N	Yes	24.25	24.25	0.0
Food Service Assessment Food					
High Fee	N	No	0.00	18.95	
Low Fee	N	No	0.00	11.20	
Food Service Assessment Meals on Wheels					
HCP/Private Fee	N	No	0.00	20.50	
High fee	N	No	16.85	18.95	11.1
low fee	N	No	9.95	11.20	11.2
HAC Other Food Services					
Other Food Services - Low Fee per session (short courses)	N	No	5.30	5.30	0.0
Other Food Services - Low Fee per session (short courses)	N	No	32.00	32.00	0.0

To contact Council

- phone 1300 88 22 33 or (03) 9298 4598
- visit our website at www.maroondah.vic.gov.au
- email maroondah@maroondah.vic.gov.au
- SMS 0480 020 200

Translating and Interpreter Service

13 14 50

National Relay Service (NRS)

13 36 77

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-  CityofMaroondah



Maroondah City Council
Financial Plan 2023/24 to 2032/33



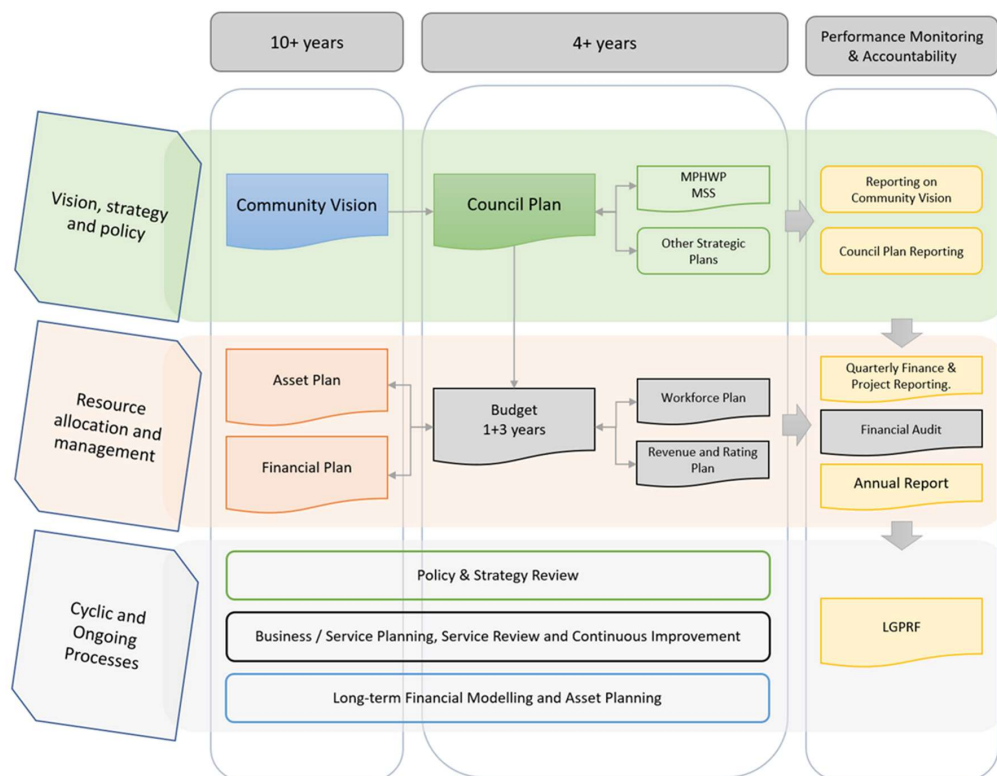
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5	Strategies and Plans	20

1. Legislative Requirements

The Financial Plan links directly to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Budget) and then holding itself accountable (Annual Report).

The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.



1.1 Strategic Planning Principles

The Financial Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community/Council Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.

- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e) The Financial Plan provides for the strategic planning principles of monitoring of progress and reviews to identify and adapt to changing circumstances.

1.2 *Financial Management Principles*

The Financial Plan demonstrates the following financial management principles:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2 Management of the following financial risks:
 - a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - b) the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
- 1.2.3 Financial policies and strategic plans are designed to provide financial sustainability and envisages the community outcomes of Maroondah 2040.
- 1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

1.3 *What Our Community Said*

The Financial Plan evolves from Maroondah 2040 - Our future together. Broad engagement was undertaken in both the development and review of the Maroondah 2040 Community Vision. This engagement included surveys, forums, workshops and events with community members, stakeholders, Advisory Committees and employees.

The Financial Plan has also been updated by the outcomes of engagement undertaken for the Maroondah COVID-19 Recovery Plan, including over 3,000 community survey responses; and broad scale engagement for the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 during 2019 and 2020.

1.4 *Deliberative Engagement*

Under the Local Government Act 2020, Council is required to prepare the Financial Plan in accordance with its deliberative engagement practices. Over a period of six weeks, and ten sessions, a panel of 40 community members came together to deliberate on the topics of health and wellbeing; liveable communities; environment; and assets. The inputs and recommendations from this panel have informed the Finance Plan, Council Plan 2021-2025, and four-year Budget and will also inform a range of Council's future strategic work, projects and service delivery.

1.5 Service Performance Principles

Council services are designed to be purpose, targeted to community needs and value for money. The service performance principles are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to relevant users within the community.
- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
- d) Council has a performance monitoring framework to continuously improve its service delivery standards.
- e) Council has a service delivery framework that considers and responds to community feedback and complaints regarding service provision.

1.6 Asset Plan Integration

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

The Local Government Act 2020 Section 92 highlights the requirement for good asset management and requires Council to develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices. Council must adopt an Asset Plan under Section 92 by 30 June 2022.

2. Financial Plan Context

This section describes the context and external / internal environment and consideration in determining the 10-year financial projections and assumptions.

2.1 Financial Policy Statements

This section defines the policy statements and associated measures that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement	Measure	T-Target	Forecast										
			Actual	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Consistent net results above 0%	Net Result / Total Revenue above 0%	> 0%	20%	23%	4%	4%	5%	5%	5%	6%	7%	7%	8%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.00	> 1.00	1.51	1.43	1.40	1.34	1.27	1.33	1.44	1.68	1.89	2.12	2.32
Council generates sufficient cash flow to maintain assets and infrastructure	Net Operating Cash Flow / Net Capital Expenditure above 100%	> 100%	117%	200%	108%	113%	117%	122%	126%	129%	130%	131%	129%
Council generates sufficient revenue from rates plus fees and charges to ensure funding to service long term liabilities	Non - Current Liabilities / Own Sourced Revenue to remain below 40%	< 40%	15.29%	15.42%	12.31%	11.03%	7.57%	4.19%	3.67%	2.67%	2.11%	2.60%	1.99%
That council maintains sufficient assets and infrastructure to replace assets and infrastructure as they reach the end of their service life.	Cash Outflows for Property, Plant and Equipment / Depreciation above 1.50	> 1.5	2.39	2.28	1.20	1.16	1.29	1.13	1.11	1.11	1.13	1.14	1.19
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenditure / Depreciation above 100%	> 100%	143%	108%	111%	104%	104%	101%	100%	100%	101%	104%	108%

2.2 Strategic Actions

Council's Integrated Planning Framework is underpinned by the shared long-term community vision outlined in *Maroondah 2040 'Our Future Together'*. Council has undertaken an extensive review of *Maroondah 2040 'Our future together'* in consultation with the Maroondah community. The refreshed Community Vision was adopted in June 2020.

The community aspirations and priorities for the future of Maroondah have been grouped into eight broad outcome areas that provide the structure for the Council Plan 2021-2025 (Council Plan). These community outcome areas comprise:

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

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

2.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions that impact and influence Council's Financial Statements for the 10 years from 2023/24 to 2032/33. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
CPI	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rate Revenue Cap	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Waste Charge	9.80%	5.10%	6.00%	4.50%	4.00%	3.00%	3.00%	3.00%	4.00%	3.00%
Statutory fees and fines	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
User fees	12.50%	7.50%	4.00%	4.00%	6.00%	4.50%	4.50%	4.50%	4.50%	4.50%
Grants - Operating	6.05%	3.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Grants - Capital	6.05%	3.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Contributions - monetary	6.05%	3.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Employee costs	3.23%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%
Materials and services	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other expenses	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

2.3.1 Key Assumption Information

The below points provide some context and information on how the above assumptions were determined, for forward financial planning and projections. Evidently, year-on-year, these assumptions can clearly change, depending on environmental factors, both internally and externally. A good example of change that had significant impact on assumptions is the flow on effects of COVID and underlying financial implications. Hence, as much as Council will forward think and plan, to strive for financial sustainability whilst still achieving community outcomes, assumptions over the 10-year forward thinking need to remain sufficiently flexible, in order to reflect an ever-changing environment:

- **CPI:** Council benchmarks its CPI assumptions closely to Federal Government projected levels;
- **Rate Revenue Cap:** As stipulated by the Minister and forecast as per CPI;
- **Waste Charge:** this is to drive and deliver on Council initiatives and Council's Adopted 10 Year Waste Strategy Also to help ensure Council continues to recover the full costs of providing waste services;
- **Stat Fees and Fines:** The Financial Plan indexes statutory fees, set by legislation, according on the estimated annual rate of CPI. These fees are outside of the control by Council and therefore may be subject to change;
- **User Fees:** User fees are projected to increase by 3.4% or \$1.0 million over 2023/2024. The main areas contributing to the increase are Aquanation (\$0.70 million), Aquahub (\$0.69 million) and Jubilee Indoor Cricket Centre (\$0.22million). Council plans to increase user charges for all areas in line with expected inflationary trends and increase service use over the budget period to maintain parity between user charges and the costs of service delivery.
- **Grants Operating/Capital:** The projections are a result of analysis of historic information and data to help establish future potential grant increases. Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by approximately 0.2% lower than CPI;
- **Contributions:** Council receives contributions from developers. These contributions represent funds to enable council to provide the necessary infrastructure and

infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory contributions and are a restricted asset until utilised for a specific purpose through the capital works program or delivered as works in kind by developers;

- **Employee costs:** Employee costs are forecast to increase by 3.5% or \$2.2 million compared to 2022/2023. This increase relates mainly to employee costs being aligned with the Enterprise Bargaining Agreement (EBA) outcomes for 2023/2024; together with projected movement of employees within employment bands; and in 2023/2024 the Superannuation Guarantee increases from 10.5% to 11.0%. The ensuing years, from 2023/24 to 2025/26, reflect annual increases in line with the Enterprise Bargaining Agreement (EBA). It also provides for further increases in the superannuation guarantee incrementally moving to 12.0% by 2025/26;
- **Materials and Services:** Materials and services include the purchases of consumables, payments to contractors for the provision of services, utility costs, annual contribution for the provision of library services to the Eastern Regional Libraries, contributions to community groups, software maintenance, insurances, advertising, motor vehicle running costs, fuel and registrations and other miscellaneous expenditure items. Contract payments are included as part of materials and services and are for the provision of services such as waste collection, road maintenance, street tree pruning etc. These costs are kept to within CPI levels year on year; and
- **Other Expenses:** Other expenses include administration costs such as Councillor allowances, lease expenditure, audit costs and other costs associated with the day to day running of Council.

2.3.2 Other Key Assumption Information

- **Other Income:** Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings.
- **Depreciation & Amortisation:** Depreciation estimates have been based on the projected capital spending contained within this Financial Plan document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.
- **Borrowing Costs:** Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Plan.

2.4 Other Matters impacting the 10-year financial projections

Current challenges and expected future events that impact the Financial Plan projections are:

- The impact of the Pandemic on Council has been profound. While Council has continued to provide the majority of its services during the various stages of the COVID-19 pandemic, the required closure of our leisure facilities, such as Karralyka, Aquanation, Aquahub, Ringwood and Dorset Golf, The Rings and Maroondah Nets resulted in significant loss in user fees and a redirection of expenditure to Maroondah's COVID-19 response in 2019/20, 2020/21 and future financial years;
- The introduction in 2016 of a cap on rate increases by the Victorian Government. The rate cap limits the total amount a council can increase its rates each year based on the amount it levied in the previous year. The decision must be made by 31 December each year to apply the rates in the following financial year. The Victorian State Government cap on the average property rate increase for 2023/24 at 3.5%.
- Recycling has been considered a critical service by all and one that should be an expected service. As documented in the previous four years, the recycling industry has been through some challenging moments and events that are disrupters on a global scale. These

challenging events are still foreseeable into the future; however, Maroondah will be working towards a pathway that results in an efficient and resilient recycling system. Maroondah will continue to work closely with the State and Federal Governments to make inroads in the recycling sector. On the 6 March 2020, the State Government issued a paper and Policy to Transform Recycling in Victoria. It is a circular economy policy with a 10-year action plan. The State Government will look to invest more than \$300 million to help transform the recycling sector and reduce waste. Maroondah adopted its 10-year waste strategy on the 26 April 2021 to align with State direction and the State Government Policy and drive key initiatives to reduce waste and undertake steps to improve recovery. Maroondah has also had to manage its recycling processing during times of great uncertainty, however, throughout the crisis, Maroondah has committed annually to ensuring that recycling lives strong in the municipality.

- For waste services to be delivered effectively and efficiently throughout the municipality and particularly recycling, incorporating kerbside collection, green waste and recycling, the charge will be full cost recovery. This assists the municipality in maintaining its contractual relationship with its recycling contractor and ensure a reliable and environmentally friendly waste processing service is delivered;
- Cost shifting from other levels of government - where a level of service has become an expectation in the community;
- The Australian Federal Government Superannuation Guarantee rate is increasing to 11.00% from 10.50%, effective 1 July 2023 and will then continue to increase until it reaches 12% on 1 July 2025.
- Funding renewal and maintenance of infrastructure and community assets whilst at the same time meeting the expectations of delivering new and enhanced infrastructure in an economic environment where cost of materials and services have increased dramatically.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Levy Act 2012 which is not included in Council's budget.

3 Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years from 2023/24 to 2032/33.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

3.1 Comprehensive Income Statement

	Forecast / Actual 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Income / Revenue											
Rates and charges	102,486	107,639	111,614	116,024	120,048	124,080	127,984	131,962	136,038	140,488	144,788
Statutory fees and fines	5,237	5,404	5,649	5,662	5,793	5,928	6,194	6,207	6,351	6,499	6,791
User fees	29,348	30,334	32,396	33,671	35,108	37,161	38,801	40,515	42,305	44,175	46,129
Grants - Operating	25,380	8,600	8,005	8,122	8,242	8,363	8,487	8,613	8,741	8,871	9,003
Grants - Capital	27,964	32,260	2,508	508	2,508	508	508	508	508	508	508
Contributions - monetary	7,526	6,948	6,007	5,864	5,707	5,726	5,746	5,771	5,791	5,813	5,834
Contributions - non-monetary	-	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(113)	(93)	(93)	(93)	(93)	(93)	(93)	(93)	(93)	(93)	(93)
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Other income	2,285	1,980	2,140	2,104	2,472	2,709	2,815	2,960	3,162	3,446	3,763
Total income / revenue	200,113	193,072	168,226	171,862	179,785	184,382	190,442	196,443	202,803	209,707	216,723
Expenses											
Employee costs	63,849	66,055	67,110	68,390	70,096	71,485	73,037	74,729	76,486	78,259	80,100
Materials and services	71,890	58,403	60,581	62,402	64,211	67,023	69,530	71,760	73,771	76,007	78,799
Depreciation	27,209	28,862	30,104	31,026	31,868	32,815	33,804	34,699	35,685	36,734	37,871
Amortisation - right of use assets	862	1,523	1,529	1,684	1,874	1,877	1,812	1,901	1,896	1,836	1,929
Bad and doubtful debts - allowance for impairment losses	-	-	-	-	-	-	-	-	-	-	-
Borrowing costs	354	915	789	657	519	375	224	67	1	1	1
Finance Costs - leases	61	218	182	175	220	169	159	165	131	126	126
Other expenses	710	701	1,490	1,376	1,366	1,386	1,505	1,361	1,485	1,589	1,522
Total expenses	164,935	156,677	161,785	165,710	170,154	175,130	180,071	184,682	189,455	194,552	200,348
Surplus/(deficit) for the year	35,178	36,395	6,441	6,152	9,631	9,252	10,371	11,761	13,348	15,155	16,375
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation increment /(decrement)	-	-	-	-	-	-	-	-	-	-	-
Total other comprehensive income	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	35,178	36,395	6,441	6,152	9,631	9,252	10,371	11,761	13,348	15,155	16,375

3.2 Balance Sheet

	Forecast / Actual 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Assets											
Current assets											
Cash and cash equivalents	26,870	24,798	22,098	17,476	17,181	19,315	22,368	26,806	33,245	40,481	47,535
Trade and other receivables	12,256	12,725	13,441	13,917	14,450	15,138	15,751	16,322	16,948	17,609	18,320
Other financial assets	17,913	16,570	14,771	18,357	17,314	17,910	19,101	21,193	24,599	28,514	32,286
Inventories	510	528	541	555	568	583	597	612	627	643	659
Prepayments	682	706	724	742	760	779	799	819	839	860	882
Other assets	87	90	92	95	97	100	102	105	107	110	113
Total current assets	58,318	55,417	51,667	51,142	50,370	53,825	58,718	65,857	76,365	88,217	99,795
Non-current assets											
Trade and other receivables	447	447	447	447	447	447	447	447	447	447	447
Investments in associates, joint arrangement and subsidiaries	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533
Property, infrastructure, plant & equipment	2,051,299	2,087,476	2,092,656	2,097,172	2,105,930	2,109,038	2,112,140	2,115,423	2,119,437	2,124,011	2,130,339
Right-of-use assets	1,987	6,333	5,787	7,772	6,011	4,151	6,097	4,363	3,461	4,509	3,448
Intangible assets	748	748	748	748	748	748	748	748	748	748	748
Total non-current assets	2,057,014	2,097,537	2,102,171	2,108,672	2,115,669	2,116,917	2,121,965	2,123,514	2,126,626	2,132,248	2,137,515
Total assets	2,115,332	2,152,954	2,153,838	2,159,814	2,166,039	2,170,742	2,180,683	2,189,371	2,202,991	2,220,465	2,237,310
Liabilities											
Current liabilities											
Trade and other payables	13,695	12,413	9,677	9,841	10,529	10,408	10,720	11,036	11,413	11,806	12,374
Trust funds and deposits	6,573	6,573	6,573	6,573	6,573	6,573	6,573	6,573	6,573	6,573	6,573
Unearned income/revenue	-	-	-	-	-	-	-	-	-	-	-
Provisions	14,738	15,367	15,984	16,647	17,343	18,070	18,830	19,624	20,455	21,184	22,089
Interest-bearing liabilities	2,836	2,962	3,094	3,232	3,376	3,527	2,535	-	-	-	-
Lease liabilities	856	1,495	1,657	1,836	1,892	1,831	1,997	1,939	1,892	1,988	2,034
Total current liabilities	38,698	38,810	36,985	38,129	39,713	40,409	40,655	39,172	40,333	41,551	43,070
Non-current liabilities											
Provisions	1,284	1,348	1,416	1,487	1,561	1,639	1,721	1,807	1,897	1,992	2,092
Trust funds and deposits	293	293	293	293	293	293	293	293	293	293	293
Unearned income/revenue	-	-	-	-	-	-	-	-	-	-	-
Interest-bearing liabilities	18,726	15,763	12,669	9,438	6,062	2,535	-	-	-	-	-
Lease liabilities	987	5,001	4,295	6,135	4,446	2,651	4,428	2,752	1,774	2,779	1,631
Total non-current liabilities	21,290	22,405	18,673	17,353	12,362	7,118	6,442	4,852	3,964	5,064	4,016
Total liabilities	59,988	61,215	55,658	55,482	52,075	47,527	47,097	44,024	44,297	46,615	47,086
Net assets	2,055,344	2,091,739	2,098,180	2,104,332	2,113,964	2,123,215	2,133,586	2,145,347	2,158,694	2,173,850	2,190,224
Equity											
Accumulated surplus	887,942	929,337	935,878	942,930	951,562	957,813	965,184	975,945	988,292	1,002,448	1,017,822
Reserves	1,167,402	1,162,402	1,162,302	1,161,402	1,162,402	1,165,402	1,168,402	1,169,402	1,170,402	1,171,402	1,172,402
Total equity	2,055,344	2,091,739	2,098,180	2,104,332	2,113,964	2,123,215	2,133,586	2,145,347	2,158,694	2,173,850	2,190,224

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3.3 Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023 Forecast Actual				
Balance at beginning of the financial year	2,020,166	848,764	1,159,402	12,000
Surplus/(deficit) for the year	35,178	35,178	-	-
Transfers to / from other reserves	-	4,000	-	(4,000)
Balance at end of the financial year	2,055,344	887,942	1,159,402	8,000
2024				
Balance at beginning of the financial year	2,055,344	887,942	1,159,402	8,000
Surplus/(deficit) for the year	36,395	36,395	-	-
Transfers to / from other reserves	-	5,000	-	(5,000)
Balance at end of the financial year	2,091,739	929,337	1,159,402	3,000
2025				
Balance at beginning of the financial year	2,091,739	929,337	1,159,402	3,000
Surplus/(deficit) for the year	6,441	6,441	-	-
Transfers to / from other reserves	-	100	-	(100)
Balance at end of the financial year	2,098,180	935,878	1,159,402	2,900
2026				
Balance at beginning of the financial year	2,098,180	935,878	1,159,402	2,900
Surplus/(deficit) for the year	6,152	6,152	-	-
Transfers to / from other reserves	-	900	-	(900)
Balance at end of the financial year	2,104,332	942,930	1,159,402	2,000
2027				
Balance at beginning of the financial year	2,104,332	942,930	1,159,402	2,000
Surplus/(deficit) for the year	9,631	9,631	-	-
Transfers to / from other reserves	-	(1,000)	-	1,000
Balance at end of the financial year	2,113,964	951,562	1,159,402	3,000
2028				
Balance at beginning of the financial year	2,113,964	951,562	1,159,402	3,000
Surplus/(deficit) for the year	9,252	9,252	-	-
Transfers to / from other reserves	-	(3,000)	-	3,000
Balance at end of the financial year	2,123,215	957,813	1,159,402	6,000
2029				
Balance at beginning of the financial year	2,123,215	957,813	1,159,402	6,000
Surplus/(deficit) for the year	10,371	10,371	-	-
Transfers to / from other reserves	-	(3,000)	-	3,000
Balance at end of the financial year	2,133,586	965,184	1,159,402	9,000
2030				
Balance at beginning of the financial year	2,133,586	965,184	1,159,402	9,000
Surplus/(deficit) for the year	11,761	11,761	-	-
Transfers to / from other reserves	-	(1,000)	-	1,000
Balance at end of the financial year	2,145,347	975,945	1,159,402	10,000
2031				
Balance at beginning of the financial year	2,145,347	975,945	1,159,402	10,000
Surplus/(deficit) for the year	13,348	13,348	-	-
Transfers to / from other reserves	-	(1,000)	-	1,000
Balance at end of the financial year	2,158,694	988,292	1,159,402	11,000
2032				
Balance at beginning of the financial year	2,158,694	988,292	1,159,402	11,000
Surplus/(deficit) for the year	15,155	15,155	-	-
Transfers to / from other reserves	-	(1,000)	-	1,000
Balance at end of the financial year	2,173,850	1,002,448	1,159,402	12,000
2033				
Balance at beginning of the financial year	2,173,850	1,002,448	1,159,402	12,000
Surplus/(deficit) for the year	16,375	16,375	-	-
Transfers to / from other reserves	-	(1,000)	-	1,000
Balance at end of the financial year	2,190,224	1,017,822	1,159,402	13,000

3.4 Statement of Cash Flows

	Forecast / Actual										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities											
Rates and charges	103,790	107,459	111,475	115,869	119,908	123,939	127,847	131,823	135,895	140,332	144,637
Statutory fees and fines	5,237	5,404	5,649	5,662	5,793	5,928	6,194	6,207	6,351	6,499	6,791
User fees	44,657	30,046	31,819	33,349	34,715	36,614	38,325	40,084	41,822	43,671	45,567
Grants - operating	13,851	8,600	8,005	8,122	8,242	8,363	8,487	8,613	8,741	8,871	9,003
Grants - capital	(2,118)	32,260	2,508	508	2,508	508	508	508	508	508	508
Contributions - monetary	7,526	6,948	6,007	5,864	5,707	5,726	5,746	5,771	5,791	5,813	5,834
Interest received	2,285	1,980	2,140	2,104	2,472	2,709	2,815	2,960	3,162	3,446	3,763
Trust funds and deposits taken	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500
Net GST refund / payment	-	-	-	-	-	-	-	-	-	-	-
Employee costs	(63,243)	(65,361)	(66,426)	(67,655)	(69,326)	(70,680)	(72,195)	(73,848)	(75,565)	(77,435)	(79,095)
Materials and services	(68,739)	(60,431)	(64,840)	(63,648)	(64,923)	(68,566)	(70,759)	(72,843)	(74,918)	(77,242)	(79,793)
Trust funds and deposits repaid	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)
Other payments	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by/(used in) operating activities	43,246	66,904	36,337	40,175	45,094	44,541	46,969	49,273	51,786	54,462	57,215
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(65,062)	(65,724)	(36,185)	(36,005)	(41,084)	(37,056)	(37,673)	(38,599)	(40,358)	(42,050)	(44,941)
Proceeds from sale of property, infrastructure, plant and equipment	714	589	808	371	367	1,038	674	524	566	649	649
Net Payments/sale for investments	6,068	1,343	1,799	(3,586)	1,044	(597)	(1,190)	(2,093)	(3,405)	(3,915)	(3,772)
Net cash provided by/ (used in) investing activities	(58,280)	(63,791)	(33,578)	(39,220)	(39,673)	(36,615)	(38,189)	(40,167)	(43,197)	(45,316)	(48,064)
Cash flows from financing activities											
Finance costs	(354)	(915)	(789)	(657)	(519)	(375)	(224)	(67)	(1)	(1)	(1)
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(2,715)	(2,836)	(2,962)	(3,094)	(3,232)	(3,376)	(3,527)	(2,535)	-	-	-
Interest paid - lease liability	(61)	(218)	(182)	(175)	(220)	(169)	(159)	(165)	(131)	(126)	(126)
Repayment of lease liabilities	(840)	(1,216)	(1,526)	(1,650)	(1,746)	(1,873)	(1,814)	(1,902)	(2,019)	(1,783)	(1,970)
Net cash provided by/(used in) financing activities	(3,970)	(5,185)	(5,459)	(5,576)	(5,716)	(5,793)	(5,725)	(4,668)	(2,150)	(1,909)	(2,097)
Net increase/(decrease) in cash & cash equivalents	(19,005)	(2,072)	(2,700)	(4,621)	(295)	2,133	3,054	4,437	6,439	7,236	7,054
Cash and cash equivalents at the beginning of the financial year	45,875	26,870	24,798	22,098	17,476	17,181	19,315	22,368	26,806	33,245	40,481
Cash and cash equivalents at the end of the financial year	26,870	24,798	22,098	17,476	17,181	19,315	22,368	26,806	33,245	40,481	47,535

3.5 Statement of Capital Works

	Forecast Actual										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	35,940	45,212	13,536	14,776	14,609	12,393	13,687	14,160	15,041	15,472	17,859
Total buildings	35,940	45,212	13,536	14,776	14,609	12,393	13,687	14,160	15,041	15,472	17,859
Total property	35,940	45,212	13,536	14,776	14,609	12,393	13,687	14,160	15,041	15,472	17,859
Plant and equipment											
Plant, machinery and equipment	3,683	2,196	2,637	1,257	1,104	3,350	2,231	1,953	1,814	2,582	2,582
Fixtures, fittings and furniture	135	830	832	809	835	837	839	863	885	908	930
Computers and telecommunications	2,286	371	516	326	601	366	566	387	407	417	428
Total plant and equipment	6,104	3,397	3,985	2,392	2,540	4,553	3,636	3,203	3,106	3,907	3,940
Infrastructure											
Roads	5,298	3,652	4,295	4,426	4,596	4,696	4,696	4,808	4,922	4,883	4,842
Footpaths and cycleways	2,602	3,200	3,292	3,387	3,520	3,630	3,630	3,738	3,841	3,697	3,550
Drainage	6,345	4,925	5,285	5,430	5,470	5,500	5,500	5,640	5,784	5,928	6,076
Recreational, leisure and community facilities	1,888	1,901	1,971	1,971	2,006	2,066	2,066	2,516	2,580	2,644	2,710
Waste management	2,570	50	50	50	4,050	50	50	51	53	54	55
Parks, open space and streetscapes	2,542	1,931	2,236	1,986	2,676	2,491	2,731	2,775	3,412	3,962	4,524
Off street car parks	70	400	420	440	470	530	530	546	440	331	219
Other infrastructure	1,703	1,105	1,115	1,147	1,147	1,147	1,147	1,161	1,178	1,172	1,166
Total infrastructure	23,018	17,164	18,664	18,837	23,935	20,110	20,350	21,235	22,210	22,671	23,142
Total capital works expenditure	65,062	65,773	36,185	36,005	41,084	37,056	37,673	38,598	40,357	42,050	44,941
Represented by:											
New asset expenditure	26,007	34,467	2,911	3,880	8,059	3,962	4,023	4,041	4,436	4,773	5,108
Asset renewal expenditure	26,445	25,427	27,168	25,939	26,654	27,140	27,397	28,156	29,274	30,553	32,626
Asset upgrade expenditure	12,610	5,879	6,106	6,185	6,371	5,954	6,253	6,401	6,647	6,724	7,207
Total capital works expenditure	65,062	65,773	36,185	36,005	41,084	37,056	37,673	38,598	40,357	42,050	44,941
Funding sources represented by:											
Grants	27,966	32,260	2,508	508	2,971	508	508	508	508	508	508
Contributions	616	805	1,034	597	603	1,274	910	765	813	902	909
Council cash	36,480	32,708	32,643	34,900	37,510	35,274	36,255	37,325	39,036	40,640	43,524
Total capital works expenditure	65,062	65,773	36,185	36,005	41,084	37,056	37,673	38,598	40,357	42,050	44,941

3.6 Statement of Human Resources

Staff expenditure	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
Employee costs - operating	63,849	66,055	67,110	68,390	70,096	71,485	73,037	74,729	76,486	78,259	80,100
Employee costs - capital	1,640	1,718	1,758	1,800	1,843	1,887	1,932	1,978	2,025	2,073	2,123
Total staff expenditure	65,489	67,772	68,869	70,190	71,939	73,372	74,969	76,707	78,511	80,332	82,222

Staff numbers	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff numbers											
Employees	582.4	582.4	582.4	582.4	582.4	582.4	582.4	582.4	582.4	582.4	582.4
Total staff numbers	582.4	582.4	582.4	582.4	582.4	582.4	582.4	582.4	582.4	582.4	582.4

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

Department	Total	Comprises			
		Permanent			
		Full Time	Part Time	Casual	Temporary
	\$'000	\$'000	\$'000	\$'000	\$'000
Strategy and Development	13,703	10,629	2,553	522	-
People and Places	16,124	7,800	6,901	1,424	-
Assets and Leisure	24,711	14,842	3,188	6,681	-
Chief Executive's Office	1,020	1,020	-	-	-
Chief Financial Office	8,789	7,736	1,003	50	-
Total permanent staff expenditure	64,348	42,027	13,645	8,676	-
Other employee related expenditure	1,707				
Capitalised labour costs	1,718				
Total staff expenditure	67,772	42,027	13,645	8,676	-

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

Department	Total	Comprises			
		Permanent			
		Full Time	Part Time	Casual	Temporary
Strategy and Development	118	84	27	6	-
People and Places	143	62	64	17	-
Assets and Leisure	227	146	33	48	-
Chief Executive's Office	5	5	-	-	-
Chief Financial Office	75	65	9	0	-
Capitalised labour	15	15	-	-	-
Total staff	582	378	133	72	-

3.7 Planned Human Resource Expenditure

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Strategy and Development										
Permanent - Full time	10,629	10,801	11,008	11,283	11,507	11,758	12,030	12,313	12,599	12,895
Women	3,863	3,926	4,000	4,102	4,182	4,274	4,373	4,475	4,579	4,686
Men	6,444	6,548	6,674	6,840	6,976	7,128	7,293	7,465	7,638	7,818
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	322	327	334	342	349	356	364	373	382	391
Permanent - Part time	2,553	2,594	2,644	2,710	2,764	2,824	2,890	2,958	3,026	3,097
Women	1,820	1,850	1,885	1,932	1,971	2,014	2,061	2,109	2,158	2,208
Men	418	424	433	443	452	462	473	484	495	507
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	315	320	326	334	341	348	356	365	373	382
Total Strategy and Development	13,182	13,395	13,652	13,993	14,271	14,582	14,920	15,271	15,625	15,992
People and Places										
Permanent full time	7,800	7,926	8,078	8,280	8,444	8,628	8,828	9,036	9,246	9,463
Women	4,676	4,752	4,844	4,965	5,064	5,173	5,294	5,418	5,545	5,674
Men	1,664	1,691	1,723	1,766	1,801	1,841	1,883	1,928	1,972	2,019
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	1,459	1,483	1,511	1,549	1,579	1,614	1,651	1,690	1,729	1,770
Permanent part time	6,901	7,013	7,147	7,325	7,471	7,634	7,811	7,994	8,180	8,372
Women	5,578	5,669	5,777	5,921	6,039	6,171	6,314	6,462	6,612	6,767
Men	599	608	620	635	648	662	677	693	709	726
Persons of self-described gender	44	44	45	46	47	48	49	50	52	53
Vacant Position	681	692	705	723	737	753	771	789	807	826
Total People and Places	14,701	14,939	15,225	15,605	15,915	16,262	16,639	17,030	17,426	17,835
Assets & Leisure										
Permanent full time	14,842	15,081	15,372	15,753	16,070	16,417	16,799	17,193	17,591	18,007
Women	2,430	2,470	2,517	2,580	2,632	2,688	2,751	2,815	2,881	2,948
Men	11,658	11,845	12,074	12,373	12,622	12,895	13,195	13,504	13,817	14,144
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	754	766	781	800	816	834	853	873	893	915
Permanent part time	3,188	3,240	3,301	3,383	3,451	3,527	3,608	3,693	3,779	3,868
Women	3,047	3,097	3,155	3,233	3,298	3,371	3,448	3,530	3,612	3,697
Men	102	104	106	109	111	113	116	119	121	124
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	39	39	40	41	42	43	44	45	46	47
Total Assets & Leisure	18,030	18,321	18,673	19,136	19,521	19,944	20,407	20,886	21,370	21,875
Chief Executive's office										
Permanent full time	1,020	1,037	1,056	1,083	1,104	1,128	1,154	1,182	1,209	1,237
Women	549	559	569	583	595	608	622	637	651	666
Men	471	478	487	500	509	520	532	545	558	571
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	0	0	0	0	0	0	0	0	0	0
Permanent part time	0	0	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0	0	0
Men	0	0	0	0	0	0	0	0	0	0
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	0	0	0	0	0	0	0	0	0	0
Total Chief Executive's office	1,020	1,037	1,056	1,083	1,104	1,128	1,154	1,182	1,209	1,237
Chief Financial Office										
Permanent full time	7,736	7,861	8,012	8,212	8,375	8,557	8,756	8,962	9,170	9,385
Women	3,934	3,998	4,075	4,177	4,259	4,352	4,453	4,558	4,664	4,773
Men	2,984	3,032	3,090	3,167	3,230	3,300	3,377	3,457	3,537	3,620
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	818	831	847	868	885	905	926	947	969	992
Permanent part time	1,003	1,019	1,039	1,065	1,086	1,110	1,135	1,162	1,189	1,217
Women	893	907	925	948	967	988	1,010	1,034	1,058	1,083
Men	71	72	74	75	77	79	80	82	84	86
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	39	40	41	42	42	43	44	45	46	48
Total Chief Financial Office	8,739	8,880	9,051	9,277	9,461	9,667	9,891	10,124	10,359	10,602
Casuals, temporary and other expenditure	10,383	10,551	10,753	11,021	11,241	11,485	11,752	12,028	12,307	12,597
Capitalised labour costs	1,718	1,746	1,779	1,824	1,860	1,900	1,944	1,990	2,036	2,084
Total staff expenditure	67,772	68,869	70,190	71,939	73,373	74,969	76,707	78,511	80,332	82,222

	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE	2032/33 FTE
Strategy and Development										
Permanent full time	84.0	84.0	84.0	84.0	84.0	84.0	84.0	84.0	84.0	84.0
Women	31.4	31.4	31.4	31.4	31.4	31.4	31.4	31.4	31.4	31.4
Men	50.6	50.6	50.6	50.6	50.6	50.6	50.6	50.6	50.6	50.6
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Permanent part time	27.1	27.1	27.1	27.1	27.1	27.1	27.1	27.1	27.1	27.1
Women	19.8	19.8	19.8	19.8	19.8	19.8	19.8	19.8	19.8	19.8
Men	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1
Total Strategy and Development	111.1	111.1	111.1	111.1	111.1	111.1	111.1	111.1	111.1	111.1
People and Places										
Permanent full time	62.4	62.4	62.4	62.4	62.4	62.4	62.4	62.4	62.4	62.4
Women	44.7	44.7	44.7	44.7	44.7	44.7	44.7	44.7	44.7	44.7
Men	14.1	14.1	14.1	14.1	14.1	14.1	14.1	14.1	14.1	14.1
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Permanent part time	63.6	63.6	63.6	63.6	63.6	63.6	63.6	63.6	63.6	63.6
Women	54.8	54.8	54.8	54.8	54.8	54.8	54.8	54.8	54.8	54.8
Men	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
Persons of self-described gender	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Vacant Position	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Total People and Places	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0
Assets & Leisure										
Permanent full time	146.3	146.3	146.3	146.3	146.3	146.3	146.3	146.3	146.3	146.3
Women	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
Men	117.6	117.6	117.6	117.6	117.6	117.6	117.6	117.6	117.6	117.6
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8
Permanent part time	32.8	32.8	32.8	32.8	32.8	32.8	32.8	32.8	32.8	32.8
Women	28.7	28.7	28.7	28.7	28.7	28.7	28.7	28.7	28.7	28.7
Men	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Total Assets & Leisure	179.1	179.1	179.1	179.1	179.1	179.1	179.1	179.1	179.1	179.1
Chief Executive's office										
Permanent full time	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Women	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Men	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent part time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Women	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Men	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Chief Executive's office	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Chief Financial Office										
Permanent full time	65.0	65.0	65.0	65.0	65.0	65.0	65.0	65.0	65.0	65.0
Women	37.7	37.7	37.7	37.7	37.7	37.7	37.7	37.7	37.7	37.7
Men	25.2	25.2	25.2	25.2	25.2	25.2	25.2	25.2	25.2	25.2
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1
Permanent part time	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5
Women	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2
Men	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Total Chief Financial Office	74.5	74.5	74.5	74.5	74.5	74.5	74.5	74.5	74.5	74.5
Total Casuals	71.7	71.7	71.7	71.7	71.7	71.7	71.7	71.7	71.7	71.7
Capitalised labour	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
Total staff numbers	582.4	582.4	582.4	582.4	582.4	582.4	582.4	582.4	582.4	582.4

4 Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Forecast Actual											Trend
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	+/-
Operating position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	4.60%	3.06%	2.28%	3.18%	3.95%	4.65%	5.09%	5.65%	6.26%	6.92%	7.26%	+
Liquidity													
Working Capital	Current assets / current liabilities	150.70%	142.79%	139.70%	134.13%	126.84%	133.20%	144.43%	168.12%	189.34%	212.31%	231.70%	+
Unrestricted cash	Unrestricted cash / current liabilities	30.18%	23.07%	18.05%	10.41%	13.11%	15.55%	21.61%	34.68%	53.92%	74.54%	92.70%	+
Obligations													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	21.04%	17.40%	14.12%	10.92%	7.86%	4.89%	1.98%	0.00%	0.00%	0.00%	0.00%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	3.00%	3.48%	3.36%	3.23%	3.12%	3.02%	2.93%	1.97%	0.00%	0.00%	0.00%	-
Indebtedness	Non-current liabilities / own source revenue	14.90%	17.49%	11.47%	10.18%	7.09%	3.89%	3.41%	2.49%	1.97%	2.43%	1.87%	-
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	143.54%	108.47%	110.53%	103.54%	103.63%	100.85%	99.55%	99.59%	100.66%	101.48%	105.18%	+
Stability													
Rates concentration	Rate revenue / adjusted underlying revenue	71.72%	84.01%	68.58%	68.09%	68.88%	67.84%	67.73%	67.69%	67.58%	67.47%	67.27%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.23%	0.24%	0.24%	0.24%	0.24%	0.24%	0.23%	0.23%	0.23%	0.22%	0.22%	o
Efficiency													
Expenditure level	Total expenses/ no. of property assessments	\$3,536	\$3,326	\$3,401	\$3,449	\$3,505	\$3,571	\$3,635	\$3,690	\$3,747	\$3,809	\$3,883	+
Revenue level	General rates and municipal charges / no. of property assessments	\$1,868	\$1,942	\$1,994	\$2,052	\$2,102	\$2,151	\$2,196	\$2,241	\$2,287	\$2,338	\$2,385	+

Key to Forecast Trend:

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

5 Strategies and Plans

This section describes the strategies and plans that support the 10-year financial projections included to the Financial Plan.

5.1 Borrowing Strategy

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2023 is \$21.6 million.

Interest-bearing liabilities are loans or borrowings of Council. Council borrowed \$24.2 million in 2014/15 and \$10.0 million in 2021/2022. Repayment of loan principal of \$2.83 million will be made during the year.

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

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

In 2021/2022 Council borrowed \$10 million with a fixed rate of 3.635% to partly fund capital projects that generate income from commercial activities.

5.1.2 Future Borrowing Requirements

The new \$10.0 million loan in 2021/22 will bring borrowings back to 2014/15 levels with the intention of Council still becoming debt free by 2030/31 as originally intended.

The following table highlights Council's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan.

	Forecast / Actual 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	24,277	21,562	18,726	15,763	12,669	9,438	6,062	2,535	(0)	(0)	(0)
Plus New loans	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Less Principal repayment	(2,715)	(2,836)	(2,962)	(3,094)	(3,232)	(3,376)	(3,527)	(2,535)	(0)	(0)	(0)
Closing balance	21,562	18,726	15,763	12,669	9,438	6,062	2,535	(0)	(0)	(0)	(0)
Interest payment	1,035	914	788	656	519	374	224	66	(0)	(0)	(0)

5.1.3 Performance Indicators

The following table highlights Council's projected performance across a range of debt management performance indicators.

Performance Indicator	Target	Forecast / Actual										
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
		%	%	%	%	%	%	%	%	%	%	%
Total borrowings / Rate revenue	Below 60%	21.04%	17.40%	14.12%	10.92%	7.86%	4.89%	1.98%	0.00%	0.00%	0.00%	0.00%
Debt servicing / Rate revenue	Below 5%	1.01%	0.85%	0.71%	0.57%	0.43%	0.30%	0.17%	0.05%	0.00%	0.00%	0.00%
Debt commitment / Rate revenue	Below 10%	3.66%	3.48%	3.36%	3.23%	3.12%	3.02%	2.93%	1.97%	0.00%	0.00%	0.00%
Indebtedness / Own source revenue	Below 60%	15.48%	12.89%	10.39%	8.05%	5.78%	3.57%	1.44%	0.00%	0.00%	0.00%	0.00%

Council maintains its loan borrowing within prudent and management limits as demonstrated by the following performance indicators.

Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long-term debt. Interest-bearing borrowings will increase in 2021/22 to fund income generating capital works projects.

Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long-term debt. Interest-bearing borrowings will decrease in 2023/2024.

5.2 Reserves Strategy

5.2.1 Current Reserves

General Reserve

- Purpose – Council has a cash backed general reserve to fund future capital projects and unexpected contingencies such as a call on unfunded Superannuation.
- Movements – Inflows to the reserve are sourced from anticipated budget surplus. Transfers from the reserve are aligned to Council's funding of future capital projects or the event of an unfunded superannuation call.

5.2.2 Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity.

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
General reserves	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Capital Reserve											
Opening balance	12,000	8,000	3,000	2,900	2,000	3,000	6,000	9,000	10,000	11,000	12,000
Transfer to reserve	8,000	1,000	1,000	1,000	1,000	3,000	3,000	1,000	1,000	1,000	1,000
Transfer from reserve	(12,000)	(6,000)	(1,100)	(1,900)	-	-	-	-	-	-	-
Closing balance	8,000	3,000	2,900	2,000	3,000	6,000	9,000	10,000	11,000	12,000	13,000
Unfunded Superannuation Reserve											
Opening balance	-	-	-	-	-	-	-	-	-	-	-
Transfer to reserve	-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve	-	-	-	-	-	-	-	-	-	-	-
Closing balance	-	-	-	-	-	-	-	-	-	-	-
Reserves Summary											
Opening balance	12,000	8,000	3,000	2,900	2,000	3,000	6,000	9,000	10,000	11,000	12,000
Transfer to reserve	8,000	1,000	1,000	1,000	1,000	3,000	3,000	1,000	1,000	1,000	1,000
Transfer from reserve	(12,000)	(6,000)	(1,100)	(1,900)	-	-	-	-	-	-	-
Closing balance	8,000	3,000	2,900	2,000	3,000	6,000	9,000	10,000	11,000	12,000	13,000

To contact Council

- phone 1300 88 22 33 or (03) 9298 4598
- visit our website at www.maroondah.vic.gov.au
- email maroondah@maroondah.vic.gov.au
- SMS 0480 020 200

Translating and Interpreter Service

13 14 50

National Relay Service (NRS)

13 36 77

-  MaroondahCityCouncil
-  maroondahcitycouncil
-  Maroondah City Council
-  @CityofMaroondah
-  CityofMaroondah



MR BERNIE CAPICCHIANO

Founder and Owner of Bernies Music Land from 1977
Major Sponsor of The Ringwood Eisteddfod from 1984 until present
Member and Event Sponsor of Ringwood Chamber of Commerce from 1992
Ringwood Chamber of Commerce Vice President from 1996-2004
Member of the Australian Music Association from 1997 until present
Treasurer of the Australian Music Association in 2002
Vice President of The Ringwood Eisteddfod from 2005-2016
Board Member of Australian New Zealand Cultural Arts Inc Ltd (ANZCA) from 2005-2010
President of the Australian Music Association from 2008-2013
President of The Ringwood Eisteddfod from 2016 until present
Presented with the National Association of Music Merchants (NAMM) award in 2018
Winner of the Maroondah 2022 Australia Day 'Community Event of the Year'
Sponsor of many local organisations and events across Maroondah and Victoria

DR GRAEME LORIMER

Convenor of the Friends of Bungalook Conservation Reserve since the 1988
Fellow of the Clean Air Society of Australia and New Zealand, Federal Councillor (1994–1998) and
Vic/Tas Branch President, Secretary and Committee Member during the 1990s
President, Secretary and Committee Member of the Clean Air Society of Australia and New
Zealand during 1990's
Author and Lead Researcher of 'Sites of Biological Significance in Maroondah' in 1995–1997
Founder, Principal and owner of Biosphere Pty Ltd since 2001
Member of the Ecological Society of Australia since 2001
President of the Indigenous Flora and Fauna Association from 2016 until present
Honorary Research Associate of the Royal Botanic Gardens of Victoria
Member of the federal Peer Review Committee - Ambient Air National Environment Protection
Measure for 11 years
Member of the Maroondah Environment Advisory Committee, 2016–2019
Indigenous Flora and Fauna Association President 2015–2017, Vice President 1988–1991 and
Treasurer 2017–2018
Winner of the Maroondah 2018 Australia Day 'Citizen of the Year'
Bill Wilkins Volunteer Award Winner 2020
Author of 'Biodiversity in Maroondah' Volume 1 & 2 in 2018 - 2020
Over 34 years of Volunteer Service with Maroondah City Council
Writer of over 40 publications across Australia and internationally

Capital Funding for Community Groups 2023/2024 - Project Proposal Summary

	Organisation Name	Contact	Position	Address	Suburb	PC	Email		Project Description	Total Cost (Inc. GST)	Council Contribution	Organisation Contribution	Deferred Contribution	Eclip Reference for Application	Department	Comments
Projects up to \$7,000																
1	Arrabai Community House Occasional Childcare	Sharon Cosgriff	Manager	42-78 Allamban Drive	Baywater North	3153	manager@arrabai.org	Baywater North	Design - for refurbish and enhancement project for childcare playground	\$ 7,700.00	\$ 7,700.00	NIL	NIL	23/110526	Assets	Yes - Recommended for funding Recommended for approval by Assets with a design to be undertaken to ensure.
2	Ringwood Croquet Club	Peter Tilyard	Secretary	Gardini Ave	Ringwood	3134	ringwoodcroquet@gmail.com	Ringwood	Court three drainage remediation	\$ 7,700.00	\$ 7,700.00	NIL	NIL	23/107974	Sportsfields	Yes - Recommended for funding Recommended for approval to be managed by Councils Sportsfield Team
3	Glen Park Community Centre Inc	Heidi Butler-Moore	Manager	30 Glen Park Road	Baywater North	3153	heidi@butler@glenparkcc.com.au	Glen Park Community Centre	Security Screens install	\$ 7,700.00	\$ 7,700.00	NIL	NIL	23/78611	Assets	Yes - Recommended for funding Recommended for approval by Assets through a previous "request for works" process.
4	Oban Kindergarten	Leanne Johnson	Supervisor	6A Holyrood Cres	Ringwood North	3134	leanne@oban.org.au	Oban Kindergarten Sandpit Upgrade		\$ 6,700.00	\$ 6,700.00	NIL	NIL	23/110525	Assets	Yes - Recommended for funding Recommended for approval by Assets through a previous "request for works" process.
5	Heathmont Cricket Club	Matt Carr	President	10 Heathwood Street	Ringwood East	3135	Mattcarr55@hotmail.com	H E Parker Reserve	HE Parker No1 Oval: Net and turf practice facility upgrade design	\$ 7,700.00	\$ 7,700.00	NIL	NIL	23/110527	Sportsfields	Yes - Recommended for funding Recommended for approval to be managed by Councils Sportsfield Team to address in the design an immediate risk with fly retting and include the expansion to accommodate turf wicket practice wickets
Projects Over \$7,000																
6	Central Ringwood Community Centre	Jessica Ness	Program Development Officer	Bedford Park, Rosewarne Lane	Ringwood	3134	jness@cccwv.org.au	Bedford Park	Bedford Park Community Garden	\$ 160,000.00	\$ 50,000.00	\$ 110,000.00	NIL	23/113558	Assets	Yes - Recommended for funding Recommended for approval by Assets through a previous "request for works" process.
7	Croydon Ranges Football Club	Tony Ryan	Vice President	C/D 13 Ewon Ave	Ringwood East	3135	tony1973@gmail.com	Silcock Reserve - N1 Pitch	Provide shelter for players and coaches during matches - N1 Pitch	\$ 41,000.00	\$ 20,500.00	\$ 10,250.00	\$ 10,250.00	23/113406	Sportsfields	Yes - Recommended for funding Recommended for approval to be managed by Councils Sportsfield Team
8	East Croydon Killyth Tennis Club	Steve Baldry	Secretary	P.O Box 931	Croydon	3136	stevebaldry@eastcroydon.tennis.com.au	Hull Road	East Croydon Killyth Tennis Club - Synthetic Court Upgrade Project	\$ 92,000.00	\$ 46,000.00	\$ 25,000.00	\$ 21,000.00	523/8989	Engineering	Yes - Recommended for funding Recommended for approval and supported through the Tennis Strategy
9	Knaith Road Childcare Centre	Belinda Beacom	Assistant Director	Knaith Road	East Ringwood	3135	belinda@knaith.org.au	Knaith Road	Knaith Road Shade Sail Project	\$ 14,000.00	\$ 7,000.00	\$ 7,000.00	NIL	23/109420	Assets	Yes - Recommended for funding Recommended for approval by Assets through a previous "request for works" process.
10	Nth Ringwood Community Children's Centre	Meryl Potter	Centre Co-ordinator	PO Box 2217	Ringwood North	3134	m.potter@nrcwv.net.au	Norwood Park	Shade Sail Project	\$ 30,000.00	\$ 15,000.00	\$ 15,000.00	NIL	23/114521	Assets	Yes - Recommended for funding Recommended for approval by Assets through a previous "request for works" process.
11	Norwood Sporting Club	Colin Brush	Treasurer	P.O Box 2171	Ringwood North	3134	colin@norwoodscwv.com.au	Norwood Pavilion	KPP Solar Panels Project	\$ 47,300.00	\$ 23,650.00	\$ 23,650.00	NIL	23/108044	Assets	Yes - Recommended for funding Recommended for approval by Assets through a previous "request for works" process.
12	Ringwood Central Tennis Club	Paul Higgins	Treasurer	PO Box 867	Ringwood	3134	paul.higgins@ringwood.tennis.com	Jubilee Park	RCTC Courts 3 & 6 Resurface	\$ 145,200.00	\$ 72,600.00	\$ 72,600.00	NIL	23/108496	Engineering	Yes - Recommended for funding Recommended for approval and supported through the Tennis Strategy
13	South Croydon Cricket Club	Owen Bennett	Secretary	268 Vista Avenue	Ringwood East	3135	owenbennett@southcroydonccwv.com.au	Glen Park	Glen Park pitch and run ups redevelopment	\$ 47,000.00	\$ 23,500.00	\$13,500k ACFF \$10K Sukkar	NIL	23/107977	Sportsfields	Yes - Recommended for funding Recommended for approval to be managed by Councils Sportsfield Team to address issue with levels of the pitch and run ups.
14	Croydon Ranges Cricket Club	Michael Hendley	President	10A William Road	Croydon	3136	michael@croydonranges.com.au	Silcock Reserve	Silcock Reserve - North Oval. Electronic Scoreboard	\$ 80,000.00	\$ 40,000.00	\$20,000 - (sukkar grant)	\$ 20,000.00	23/115697	Assets	Yes - Recommended for funding Recommended for approval by Assets through a previous "request for works" process.
15	Ainslie Park Cricket Club	David Sykes	Vice President	Brentnall Road	Croydon	3136	dave_sykes_8@yahoo.com.au	Ainslie Park	Ainslie Park Cricket Pitch Upgrade	\$ 20,000.00	\$ 10,000.00	\$ 10,000.00	NIL	23/111554	Sportsfields	Yes - Recommended for funding Recommended for approval to be managed by Councils Sportsfield Team to address issue with the run ups.
Projects Not Recommended for Funding																
1	Heathmont Tennis Club	Marcus O'Dwyer	Committee	P.O. Box 709	Heathmont	3135	marcusodwyer@heathmont.tennis.com.au	Heathmont Reserve	Heathmont Tennis Club additional bench seating	\$ 7,700.00	\$ 7,700.00	NIL	NIL	23/111054	Assets	No - Not recommended for funding Project supported in principle, insufficient budget and competing priorities
2	Ringwood Central Tennis Club	Paul Higgins	Treasurer	PO Box 867	Ringwood	3134	paul.higgins@ringwood.tennis.com	Jubilee Park	RCTC Courts 1 & 2 drinking fountain	\$ 7,700.00	\$ 7,700.00	NIL	NIL	23/114518	Assets	No - Not recommended for funding In principle support, however the location of the drink fountain would be in public open space and not demised premises, Council are currently working through a review of the play spaces in Jubilee Park and will look to incorporate a drinking fountain within this open space area.
3	South Croydon Junior Football Club	Steve Heiny	President	PO Box 7038	South Croydon	3136	president.south@scjfcwv.com	Eastfield Park	Assessment and design of a lighting upgrade at Benson Oval to LED	\$ 7,700.00	\$ 7,700.00	NIL	NIL	23/111562	Assets	No - Not recommended for funding Council to undertake lighting design when in a position to fund project. No current funding available for a LED lighting upgrade to the Benson oval.
Projects Withdrawn																
1	Eastfield Cricket Club	Gavin Doherty	Secretary	Eastfield Reserve, Eastfield Rd	Croydon South	3136	eastfieldclub@live.com	Eastfield Park	Benson Oval Cricket Pitch Run-up Extensions							Project withdrawn - due to insufficient club funding

Project Totals	Amounts (incl GST)
Council Allocation	\$ 198,000.00
Funding Requests	\$ 368,850.00
Officer Recommendations	\$ 345,750.00
Surplus/Deficit	\$ (147,750.00)

* \$118,600 is proposed to be used from the Sports Surface capital works program (outcome of Tennis Strategy) for the two tennis projects

* \$23,650 to be transferred from the Solar Capital budget to fund the Norwood Pavilion solar project

* \$5,590 - to be allocated from the Community Facilities Improvement Program to fund the shortfall for the Glen Park Security Screens Project

Community Development Grants 2023/24

Organisation	Initiative	Allocated Amount
Australian Martial Arts Foundation Inc	Deliver martial arts program to seniors and school students	\$3,000.00
Bayswater North Kindergarten	Provide play equipment to facilitate greater participation	\$750.00
Big Little Buddies	Deliver intergenerational music program	\$4,000.00
Brentwood Park Kindergarten	Engage Haka Chin families through gardening, recipes and production of a cookbook	\$2,600.00
Cancer Patients Foundation	Deliver 'Look Good, Feel Better' programs to support cancer patients	\$4,000.00
Chin Communities Victorian Seniors Group (CCVEG) Incorporated	Support seniors to produce a video promoting cultural understanding	\$3,500.00
Chin Community Victoria	Deliver Chin Community Youth Festival	\$3,500.00
Communities of Wellbeing	Support purchase of wellbeing family journals	\$3,000.00
Community Music and Performances Inc	Replace wireless microphones	\$750.00
Croydon Hills Community Care	Upgrade kitchen to improve safety and accessibility	\$750.00
Croydon Men's Shed	Materials to construct Angel Boxes	\$750.00
Different Journeys Inc	Social activities for autistic people and carer peer support programs.	\$3,000.00
Eastern All Abilities Netball Club	Support venue hire costs	\$3,500.00
Eastern Ranges Retirees	Assist with venue hire	\$980.00
First Friends of Dandenong Creek	Assist with group running costs	\$715.00

Greater Eastern Malayalees Melbourne Inc	Assist with running costs for Onam cultural festival	\$2,500.00
Greek Elderly Citizens Club of Maroondah	Group support including venue hire and activities	\$2,500.00
Heathmont Football Club	Trial software to support new junior and Auskick coaches	\$1,900.00
Heaven's Joy Australia	Provide meals assistance for Maroondah Winter Shelter	\$2,000.00
Interchange Outer East	Forest therapy sessions for male carers	\$2,000.00
Lighthouse Foundation	Play sessions for young families who are homeless. Staff professional development.	\$3,250.00
Maroondah BMX Club	Replace outdated signage on club building	\$750.00
Maroondah Chinese Senior Citizen's Friendship Association	Assist with venue hire fees and group activities	\$2,500.00
Maroondah Interfaith Network	Deliver seminars and cross-cultural Harmony Day event	\$3,000.00
Maroondah Italian Seniors	Group support including venue hire and activities	\$2,500.00
Maroondah United Football Club	Assist purchase of goals and subsidies for culturally and linguistically diverse players.	\$3,200.00
Maroondah Volleyball	Deliver management training to assist strategic planning	\$2,999.00
Melbourne Highland Games and Celtic Festival	Support festival venue hire fees	\$2,500.00
Migrant Information Centre (Eastern Melbourne)	Support volleyball tournament for Burmese communities, including venue hire	\$3,500.00
Mountain District Learning Centre	Support young people through education and positive social support activities	\$2,400.00
Mullum Mullum Indigenous Gathering Place	Support health initiative for Aboriginal women	\$5,000.00
Ngwala Willumbong Aboriginal Corporation	Deliver culturally appropriate consultations and education workshops	\$4,000.00

Ringwood Ballet Group	Support venue hire and event costs to deliver a free performance to the community.	\$2,500.00
Ringwood Bowls Club	Support community event promoting bowls	\$500.00
Ringwood Church of Christ	Provide Auslan interpreted community events	\$2,000.00
Ringwood Community Church Seniors	Support delivery of weekly meal for seniors	\$500.00
Ringwood Spiders All-abilities Sports Club	Assist with pavilion and ground fees	\$3,810.50
St Vincent de Paul Society Victoria	Support vulnerable children identified by schools who need education and other material assistance	\$2,500.00
Stroke A Chord Choir	Assist with venue hire and group activities	\$2,070.00
The One Box Group	Provide weekly fresh food boxes to vulnerable Indigenous families	\$4,680.00
Total		\$99,854.50

Emergency Relief

Organisation Name	Initiative	Allocated Amount
4Tk Australia	Support families experiencing food insecurity through a food pantry service 3 days per week	\$5,000.00
Croydon North Community Meals	Deliver weekly luncheon to vulnerable and socially isolated community members	\$5,000.00
Croydon Uniting Church Helping Hand	Provide food, toiletries, vouchers and transport assistance	\$6,000.00
Empower Australia	Provide personal support and food relief assistance	\$5,000.00
Good Shepherd Lutheran Church	Support Maroondah Winter Shelter by provision of meals	\$4,200.00
Hope City Mission	Support community garden and online learning portal.	\$6,000.00
Maroondah Winter Shelter	Provides safe, overnight shelter and meals to homeless men during winter as well as community meals twice a week	\$7,000.00
New Community Ringwood	Provide day and evening meals through collaborative partnerships as well as personal care, food hampers and other support services.	\$7,000.00
North Ringwood Care Emergency Relief	Provide emergency food relief, pharmacy/dental and referrals	\$5,000.00
Parents Without Partners	Provide kitchen equipment	\$750.00
St Vincent de Paul Croydon Conference	Provides educational and material support to students and families identified through Maroondah schools	\$6,000.00

St Vincent de Paul Ringwood North	Provide bill relief and food to families in need	\$3,000.00
The Dining Room Mission	Provide a weekly sit-down meal, social connection and material aid	\$3,400.00
The Eastern Emergency Relief Network	Provide emergency food packs (frozen meals) for families seeking material aid due to family violence/homelessness	\$3,000.00
The Freedom Initiative	Provide food hampers and material aid	\$2,000.00
The Salvation Army Gateways	Provide community kitchen program to assist residents to plan/cook nutritious meals	\$5,000.00
TLC Support	Provide food parcels as well as accommodation and meals in support of Maroondah Winter Shelter	\$5,000.00
Total		\$78,350.00

Small Equipment Grants Scheme 2023/24

Organisation	Initiative	Allocated Amount
Basix 4 Blokes Inc	Assist with printing costs	\$250.00
Burnt Bridge Tennis Club	Purchase self defrosting fridge	\$634.00
Central Ringwood Community Centre	Purchase 2 ergonomic sewing carts to assist with upcycling/recycling initiatives	\$500.00
Croydon Conservation Society	Assist with group running costs	\$475.00
Croydon City Soccer Club	Replenish soccer balls	\$400.00
Croydon Ranges Hockey Club	Support purchase of junior goalkeeper equipment	\$200.00
Eastern Food Rescue	Purchase food trolleys to comply with OH&S requirements	\$400.00
Ellie V Pullin Pre School	Purchase culturally diverse resources	\$750.00
Footscape Inc	Produce podiatry foot care kits for vulnerable community members	\$500.00
Friends of Tarralla Creek	Assist with club promotion and activities	\$650.00
Glen Park Community Centre	Purchase equipment to improve safety and accessibility for volunteers	\$500.00
Heathmont Ladies Probus Club	Support purchase of storage cupboard	\$200.00
Heathmont Uniting Church Community Lifestyle Centre	Upgrade exercise equipment	\$500.00
Knox Bridge Club	Replace tables and cards	\$400.00
Life Activities Croydon	Assist with printing costs	\$540.00

Lightbox Productions	Purchase rehearsal keyboard	\$750.00
Maroondah Photographic Society	Purchase sound equipment for meetings	\$500.00
Maroondah Pre School	Assist with printing costs	\$400.00
Melbourne East Netball Association	Purchase Walking Netball equipment	\$400.00
Mountain District Horse and Pony Club	Purchase show jumping equipment	\$750.00
North Ringwood Community Children's Centre	Purchase raised garden beds	\$520.00
North Ringwood Community House	Purchase gardening equipment and planter boxes	\$500.00
Ringwood Day VIEW Club	Purchase sound equipment for meetings	\$438.00
Ringwood East Ladies Probus Club	Support administration costs	\$200.00
Singapore Merlion Club	Assistance with club running costs	\$500.00
U3A Ringwood	Assist with printing and online delivery of classes	\$750.00
Vocal Vibes Chorus	Purchase 2 microphones	\$500.00
Yarrunga Community Centre	Purchase kitchen equipment to deliver food relief	\$750.00

Total \$13,857.00

YOUR LIBRARY AGREEMENT

Your Library Ltd

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YOUR LIBRARY AGREEMENT

made the [REDACTED] day of [REDACTED] 2023.

BETWEEN:

KNOX CITY COUNCIL

- and -

MAROONDAH CITY COUNCIL

- and -

YARRA RANGES SHIRE COUNCIL

- and -

YOUR LIBRARY LTD ACN 662 838 020

- and -

EASTERN REGIONAL LIBRARIES CORPORATION ABN 67 990 548 408

1 Background

- 1.1 The Founding Member Councils first established the Eastern Regional Libraries Corporation (ABN 67 990 548 408) on or about 14 June 1996 by agreement made under section 196 of the Local Government Act 1989 (Vic).
- 1.2 In accordance with section 330(4) of the Local Government Act 2020 (Vic), as an existing regional library, the Eastern Regional Libraries Corporation must be wound up by 1 July 2031.
- 1.3 Section 110(1) of the Local Government Act 2020 (Vic) allows the Founding Member Councils to become members of and participate in the formation of a corporation and appoint directors.
- 1.4 Therefore, on or about 1 July 2023, the Founding Member Councils resolved to apply section 110 of the Local Government Act 2020 (Vic) to establish the Company as a new not-for-profit, public library, registered as a company limited by guarantee under the Corporations Act.
- 1.5 The Company is established as a beneficial enterprise under the Local Government Act 2020, section 110, to
 - a) provide resources and programs aimed at meeting the information, recreation, educational and cultural needs of the diverse communities of Knox, Maroondah and Yarra Ranges in an equitable, effective, efficient, responsive and forward-looking manner in accordance with the values and objectives of the Corporate Plan;
 - b) provide or ensure the provision of, subject to any conditions attached to any State government library subsidies and grants to the Company or the Member Councils, a regional library service for the Member Councils;
 - c) make By-Laws relating to the Company and perform any other functions which are conferred on Company under this Agreement or its Constitution, including defining overall policy objectives, developing strategic policy, letting tenders for the provision of services, monitoring contracts under which services are provided, and approving a corporate plan and a strategic resources plan; and
 - d) to do all things necessary or expedient in accordance with this Agreement and the Constitution for the carrying out of its functions.
- 1.6 The Founding Member Councils have agreed to record their initial contribution and transfer of assets, licences, operations and activities from the Eastern Regional Libraries Corporation to the Company pursuant to **Schedule 1** of this Agreement, which shall operate in addition to the Constitution of the Company.
- 1.7 The Company will continue to service the area comprising the Member Councils' municipal districts.
- 1.8 The Founding Member Councils have agreed to contribute certain sums of money annually for the purposes of the Company pursuant to the terms of this Agreement and the corporation's annual budget process.

2 Purpose of this Agreement

- 2.1 The purpose of this Agreement is to govern the relationship between the Member Councils as members of the Company, including with respect to the contribution of assets to the Company and ongoing support and contributions to be provided by the Member Councils to the Company.
- 2.2 The Member Councils and the Company have entered into their respective undertakings and agreements contained in this Agreement in consideration of the efficient and orderly conduct and management of the Company, in the interests of the Company and the Member Councils.
- 2.3 The Member Councils jointly and severally covenant that during the continuance of this Agreement, each of them will abide by the provisions of this Agreement and will exercise their rights and powers as Members of the Company, in accordance with the provisions contained in this Agreement.
- 2.4 Each of the Member Councils covenant that the provisions of this Agreement will be enforceable by or against each of them and by or against any of the other Member Councils, and in the event of an inconsistency between this Agreement and the Constitution, this Agreement shall take precedence.
- 2.5 Each of the Member Councils will act, and execute such further instruments, consents and make such decisions and vote on resolutions of meetings of the Company and exercise their powers of appointment to the Board, so as to give full effect to the provisions of this Agreement.
- 2.6 The Company acknowledges that the Member Councils have agreed to regulate their conduct in accordance with this Agreement. The Company will conduct its business and affairs by ensuring that it will act on lawful resolutions and directions given by the Member Councils in accordance with this Agreement in respect of any matter which is governed or regulated by this Agreement.
- 2.7 Eastern Regional Libraries Corporation joins this Agreement to accept the transfer of assets and liabilities to the Company pursuant to this Agreement

3 Duration

- 3.1 This Agreement commences on the date of this Agreement and will continue to be binding on each of the Member Councils while that Member Council remains a member of the Company and, insofar as is relevant and appropriate in respect to continuing obligations, after that Member Council has ceased to be a member of the Company.

4 Interpretation

4.1 Definitions

In this **Agreement** unless the contrary intention appears:

Agreement means this agreement, to be known as the "Your Library Agreement".

Board means the directors of the Company present at a meeting, duly convened as a Board meeting, at which a quorum is present.

CEO means the Chief Executive Officer of the Company.

Company means **Your Library Ltd (ACN 662 838 020)**.

Constitution means the constitution of the Company as amended from time to time.

Eastern Regional Libraries Corporation means Eastern Regional Libraries Corporation (ABN 67 990 548 408) incorporated under section 196 of the Local Government Act 1989 (Vic).

Financial Contribution means the annual financial contribution of the Member Councils to the Company.

Founding Member Councils means the Knox City Council, Maroondah City Council and Yarra Ranges Council.

Initial Contributions means the equity transferred to the Company from the Eastern Regional Libraries Corporation for the benefit of library services within the LGAs the Founding Member Councils

LGA means Local Government Area.

Member Councils means the Knox City Council, Maroondah City Council and Yarra Ranges Shire Council and, where a subsequent Council is admitted as a Member, includes that Council.

Premises means the premises of the library branches occupied by the Eastern Regional Libraries Corporation at the date of this Agreement listed in the Schedule.

Schedule means the schedule to this Agreement.

Specific Contribution means specific contributions made to the Company by a Member Council for the benefit of libraries and library branches within the LGA of that Member Council.

5 Contribution of Initial Contribution and Assets

- 5.1 The Founding Member Councils record that the Eastern Regional Libraries Corporation holds or has the use of the Initial Contributions and assets provided by or obtained for the benefit of libraries operated by the Eastern Regional Libraries Corporation within the LGAs of the respective Founding Member Councils.
- 5.2 The parties record that:
- a) the Founding Member Councils have made available to the Eastern Regional Libraries Corporation the Premises set out in the Schedule for the purpose of the Company operating library branches; and
 - b) the Eastern Regional Libraries Corporation holds the Initial Contributions set out in the Schedule for the use of library services within the LGAs of the Founding Member Councils.
- 5.3 Legal title and ownership of assets held by the Eastern Regional Libraries Corporation as at the date of this Agreement shall be deemed to be transferred to the Company upon the execution of this Agreement, and the parties shall do all things reasonably necessary to effect the transfer of such assets.
- 5.4 The Company shall assume the rights and responsibilities of the Eastern Regional Library Corporation with respect to the Premises on the date of this Agreement.
- 5.5 The parties agree that the Company shall utilise the Initial Contributions set out in the Schedule for the benefit of library services within the LGA of the relevant Founding Member Council. In complying with this clause, the Company shall have consideration of the overall value of the Initial Contribution, including any depreciation of the value of the assets comprising the Initial Contribution, rather than any specific asset comprising a part of the Initial Contribution.

6 Specific Contribution of Assets

- 6.1 A Member Council may make a Specific Contribution of assets to the Company.
- 6.2 Subject to any specific agreement at the time of the Member Council making the Specific Contribution, the Company shall utilise the Specific Contribution for the benefit of libraries within the LGA of the relevant Member Council that contributed the Specific Contribution, and otherwise in accordance with the Member Council's reasonable directions.
- 6.3 In complying with this clause, the Company shall have consideration of the overall value of the Specific Contribution, including any depreciation of the value of the assets comprising the Specific Contribution, rather than any specific asset comprising a part of the Specific Contribution.

7 Corporate Plan

- 7.1 The Company and the Board shall be responsible for the development of a corporate plan. The corporate plan may operate for one or more years, but shall not operate for more than five years.
- 7.2 The Company and the Board shall formulate the corporate plan in consultation with the Member Councils.
- 7.3 The Board shall present the corporate plan to a general meeting of the Company for approval by the Member Councils.
- 7.4 The Company must not substantially deviate from an adopted corporate plan without first obtaining the Member Councils' written approval.

8 Budget and Strategic Resource Plan

- 8.1 The CEO, in collaboration with the Board, shall be responsible for developing a proposed budget and strategic resource plan each February for consultation.
- 8.2 The budget and strategic resource plan will be adopted by the Board prior to 30 June each year.
- 8.3 The budget and strategic resource plan shall identify the financial and other resource requirements of the Corporation.
- 8.4 The proposed budget shall be developed in accordance with generally accepted accounting principles and the Australian Accounting and Financial Reporting Standards, and each Member Council's obligations with respect to budgeting and financial management under the *Local Government Act 2020* (Vic), and shall include:
 - (a) Current financial reports showing the assets, liabilities and equity of the Company;
 - (b) The amount of each Member Council's proposed Financial Contribution to the Company for the financial year commencing on 1 July, calculated in accordance with clause 9;
 - (c) The amount of funds expected to be received from other sources for the financial year commencing on 1 July; and
 - (d) The expected expenses of the Company for the financial year commencing on 1 July.
- 8.5 Upon the Board approving the budget in a general meeting of the Company, the Member Councils must pay the Financial Contributions in accordance with clause 9 or as otherwise specified in the budget.
- 8.6 The Company is not responsible for specific maintenance, repair, replacement and operating costs of assets owned by any one or more of the Councils, including furniture.
- 8.7 Each Member Council will cover the maintenance, repair, replacement and operating costs of its assets, including furniture.
- 8.8 The Company must not take any step to outsource the whole of a service or major service delivery component contract that are outside the objectives and purposes of the company as defined in the Constitution (clause 5.1) without the prior written consent of all the Member Councils.

9 Member Council Financial Contributions

- 9.1 In developing the proposed Financial Contributions of each Member Council, the Company shall have regard to:
 - (a) The number of libraries, library services and other services provided or expected to be provided by the Company in the Member Council's LGA;
 - (b) The proportion of the Company's administrative staffing and resources that will be utilised in the Member Council's LGA;
 - (c) The State Governments' Public Library Grant made available by the Member Council to the Company; and
 - (d) The council rate cap set by the Minister for Local Government in the previous calendar year.
- 9.2 The Financial Contributions shall be calculated with the purpose of covering the ongoing operational costs of the Company, other than operational costs that can be funded by revenue generated by the Company or obtained by other external funding.
- 9.3 The amount to be contributed to the Company by each Member Council during each financial year shall be the sum of:
 - (a) the amount specified in the Company's adopted annual budget in accordance with the formula determined by the Board and formally endorsed by each Member Council during the annual budget process.
 - (b) all State Government library grants and subsidies received by the Council for library services, unless otherwise agreed by the Board;
 - (c) funds received by the Member Council from any other sources for library services to be provided by the Company; and
 - (d) funds received by the Member Council from any other sources for library services to be provided by the Company, in respect of which no provision has been made in the Company's budget.
- 9.4 Each Member Council's Financial Contribution to the Company under clause 9.1 shall be paid in quarterly instalments on the first day of July, October, January and April of each year, or, if pursuant to a contract with an external service provider, the Company is required to make payments more frequently than quarterly, with sufficient frequency to ensure that the Company is capable of observing its contractual obligations with the external service provider.
- 9.5 If the proposed annual budget has not been approved by each Member Council by 1 July, the first instalment of the Financial Contribution for that year shall be the same amount paid by the Member Council in the previous quarter and the second instalment shall include any adjustment to ensure that the two instalments together equal half of the amount to be paid by that Member Council for that financial year or as soon as reasonably practicable.
- 9.6 All other Council contributions under clause 9 shall be paid within one month of receipt of the monies by the Member Council.

10 Reporting & Accounts

- 10.1 The Company must ensure that the Chief Executive Officer provides each Member Council with a copy of the Company's annual report, including audited financial accounts, to ensure that they meet their reporting requirements and timelines in accordance with the Local Government Act 2020:
- (a) within three months of the end of each financial year,
 - (b) or at another date (or dates) to be agreed with the Member Councils.
- 10.2 The Company must provide each Member Council with quarterly financial reports which include a full suite of financial statements (inclusive of operating statement, balance sheet, cash flow, statement of capital works). Quarterly financial statements must also include the year-to-date position to year-to-date budget and the forecast position for the full financial year compared with the full year adopted budget.
- 10.3 The books of accounts and all other financial records of the Company shall be available for inspection at all reasonable times by any Director, a person authorised by a Member Council or any person authorised by the Secretary of the Department responsible for administering State Government library subsidies and grants from which the Company or Member Councils receive funds.
- 10.4 The audited financial accounts and quarterly financial reports will comply with the Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board (AASB).

11 Library Services and Branch Libraries

- 11.1 The Company and a Member Council may enter into an agreement for the Member Council to provide the Company with services, including the lease or licence of a premises;
- 11.2 The Company and a Member Council may open new library branches.
- 11.3 The Company and a Member Council may expand, renovate or develop existing library branches.
- 11.4 The Company and a Member Council may enter into a funding arrangement whereby the Member Council provides the Company with Specific Contributions towards establishing a new library branch or undertaking a significant expansion, renovation or development of a library branch.
- 11.5 The occupancy of branch (including mobile) libraries may be subject to a separate agreement between the respective Member Council and the Company that sets out the obligations and the responsibilities of the parties.
- 11.6 If, in respect of any of the branch (including mobile) libraries described in the Schedule, no agreement of the type described in clause 11.5 exists as of the date of this Agreement, the Member Council that requires that there be an agreement to which clause 11.5 applies must negotiate in good faith with the Company to procure the execution of an agreement.
- 11.7 Nothing in this clause of this Agreement generally requires a Member Council to continue to provide the facilities or services provided to the Company at the commencement of this Agreement or subsequently, nor restricts a Member Council from adding to, changing or withdrawing any of the facilities provided to the Company.
- 11.8 Where a Member Council adds to, changes or withdraws any of the services provided by, or facilities provided to, the Company that leads to excess employees, then that Member Council will be liable for the redundancy costs for excess employees, whether deployed in branch libraries, the administration of the Company or otherwise. This clause is subject to every attempt first being made by the Company to redeploy the affected employees within its operations.

12 Premises provided by a Member Council

- 12.1 For the avoidance of doubt, the Company and a Member Council may renegotiate any agreement or enter into a new agreement with respect to any Premises listed in Schedule 1.

13 Admission of New Member Councils

- 13.1 The parties agree that a new Member Council shall only be admitted to membership of the Company pursuant to clause 8.3(c) of the Constitution in circumstances where the new Member Council enters into this Agreement with the Company and each existing Member Council.
- 13.2 The admission of a new Member requires the agreement of all existing Members.

14 Distribution of Assets upon a Member Council ceasing to be a Member

- 14.1 In the event that a Member Council ceases to be a member of the Company, the Member Council may require the Company to transfer assets held by the Company for the benefit of library branches within the LGA of that Member Council to another library corporation or other body corporate, provided that the library corporation or body corporate is an organisation which the Company could make a distribution of surplus assets to under clause 33 of the Constitution were the Company being wound up.
- 14.2 The Company may charge the Member Council its reasonable costs associated with complying with a direction under clause 14.1.
- 14.3 For the purposes of clause 14.2, the cost to the Company of a Council's withdrawal from this Agreement, shall include (but not be limited to):
- (a) redundancy costs for excess employees (whether deployed in branch libraries, the administration of the Company or otherwise);
 - (b) the cost of extracting bibliographic records for that Council's books and materials; and
 - (c) the cost of amending bibliographic records to account only for those books and materials which remain.
- 14.4 The portion of assets to which a Member Council is entitled to have directly transferred to another library corporation or body corporate under clause 14.1:
- (a) is those books and like materials housed within a branch (including mobile) library located in its municipal district; and
 - (b) may not be taken in the form of other property or cash unless the Board agrees; and
 - (c) the cost of removing the books and like materials shall be paid for by the Member Council.
- 14.5 The portion of assets (other than books and like materials) to which a Member Council is entitled to have transferred to another library corporation or body corporate under clause 14.1:
- (a) shall be calculated according to the value of the assets as disclosed by the relevant audited financial statements;
 - (b) shall be the value of the Member Council's proportionate share of the Initial Contributions and Specific Contributions, as adjusted by any increase or decrease in that value from the date of the Initial Contribution or Specific Contribution(s) and the date of the Member Council's withdrawal; and
 - (c) may be taken in such combination of property and cash as agreed between that Member Council, the other Member Councils and the Company.
- 14.6 For the purposes of clause 14.5, the increase or decrease in the value of a Member Council's Initial Contribution and Specific Contributions will be calculated in the same proportion as the Member Council's financial contribution to the Company relative to all other Member Councils' contributions to the Company between the date of the Initial Contribution or Specific Contribution(s) and the date of that Member Council's withdrawal.

15 Contribution to liabilities upon a Member Council ceasing to be a Member

- 15.1 A Member Council that withdraws from this Agreement shall be liable for a portion of the liabilities, including contingent liabilities, of the Company as at the date of its withdrawal from the Agreement.
- 15.2 The portion of the liabilities and contingent liabilities to which a Member Council is liable under clause 15.1:
- (a) shall be calculated according to the liabilities and contingent liabilities as disclosed by the relevant audited financial statements and reports, and any notes attached to them; and
 - (b) shall be the value of the Member's Council's proportionate share in the Initial Contributions and Specific Contributions, as adjusted by any increase or decrease in those values between the date of the Initial Contribution or Specific Contribution(s) and the date of that Member Council's withdrawal.

15.3 For the purposes of clause 15.2 (b), the increase or decrease in the value of a Member Council's Initial Contribution and Specific Contributions will be calculated in the same proportion as the Member Council's financial contribution to the Company relative to all other Member Councils' contributions to the Company between the date of the Initial Contribution or Specific Contribution(s) and the date of that Member Council's withdrawal.

16 Distribution of Assets upon winding up of Company

- 16.1 In the event that the Company is wound up, each Member Council may nominate a library corporation or other body corporate to receive surplus assets of the Company.
- 16.2 The Member Councils, in exercising their power under clause 33 of the Constitution to distribute surplus assets of the Company, shall act in a manner that is fair and reasonable to each Member Council, and in particular:
- (a) The parties shall, as far as is reasonably practicable, transfer assets held by the Company for the benefit of library branches within the LGA of a particular Member Council to the library corporation or other body corporate nominated by that Member Council; and
 - (b) The calculation of the distribution of assets will be in accordance with the provisions of clause 14 *Distribution of Assets upon a Member Council ceasing to be a Member.*

17 Contribution to liabilities upon winding up of Company

- 17.1 The calculation of the contribution for liabilities will be in accordance with the provisions of the Constitution, clause 7, Member's Liability.
- 17.2 Each Member during the year ending on the day of the commencement of the winding up of the Company, undertakes to contribute to the property of the Company for:
- (a) payment of debts and liabilities of the Company;
 - (b) payment of the costs, charges and expenses of winding up; and
 - (c) any adjustment of the rights of the contributories among Members.

18 Amendment of this Agreement

- 18.1 An amendment to this Agreement has no effect unless it is:
- (a) in writing and signed by all parties to the Agreement; and
 - (b) the parties agree that if a Council transfers assets to the Company or makes available additional assets for the use of the Company in accordance with the clauses 6 and 11, this does not constitute an amendment to this Agreement.

19 Agreement Review

- 19.1 The Member Councils shall, together with the Board, review the operation of this Agreement at least once in every four years.

20 Cessation of the original agreement

- 20.1 Subject to clause 20.2, the Original Regional Library Agreement ceases on the day on which this Agreement takes effect.
- 20.2 Any:
- (a) right accrued; or
 - (b) obligation incurred

by reason of the Original Agreement will continue to exist notwithstanding the cessation of the Original Agreement.

21 Dispute Resolution

- 21.1 Any dispute, grievance or other disagreement between Member Councils concerning the interpretation or application of this Agreement shall be dealt with in the same manner as a dispute would be dealt with under the Constitution of the Company.

22 Agreement Execution

The parties execute this Agreement to evidence being bound by it:

EXECUTED BY KNOX CITY COUNCIL by being signed by the persons
authorised to sign on behalf of the Council

.....

(signature)

Name of authorised officer:

.....

Position:

.....

Date:/...../2023

.....

(signature)

Name of witness:

.....

Position:

.....

EXECUTED BY MAROONDAH CITY COUNCIL by being signed by the
persons authorised to sign on behalf of the Council

.....

(signature)

Name of authorised officer:

.....

Position:

.....

Date:/...../2023

.....

(signature)

Name of witness:

.....

Position:

.....

EXECUTED BY YARRA RANGES COUNCIL by being signed by the
persons authorised to sign on behalf of the Council

.....
(signature)

Name of authorised officer:

.....
Position:

.....

Date:/...../2023

.....
(signature)

Name of witness:

.....
Position:

.....

EXECUTED BY YOUR LIBRARY LTD by being signed by the persons
authorised to sign on behalf of the Company

.....
(signature)

Name of authorised officer:

.....
Position: Director

Date:/...../2023

.....
(signature)

Name of witness:

.....
Position: Director

EXECUTED BY EASTERN REGIONAL LIBRARIES CORPORATION by
being signed by the persons authorised to sign on behalf of the
Company

.....

(signature)

Name of authorised officer:

.....

Position: Director

Date:/...../2023

.....

(signature)

Name of witness:

.....

Position: Director

SCHEDULE 1

PREMISES & INITIAL CONTRIBUTIONS



Your Library Ltd will occupy under licence the following premises:

- Bayswater Library
- Boronia Library
- Ferntree Gully Library
- Knox Library
- Rowville Library

Calculation of contribution to Your Library Ltd

Initial contribution to ERLC 1996:

	\$,000	%
Member Councils' initial contributions to ERLC		
Knox	\$1,342 *	36.39% **
Maroondah	\$918	24.89%
Yarra Ranges	\$1,429	38.72%
Total Member Councils' initial contributions to ERLC	\$3,689	100.00%

- * The dollar value of the Member Council's contribution will be adjusted as at the date of transition to the new entity using the following formula:

$$\begin{aligned} & \$1,342,000 \text{ (Initial contribution)} \\ + & \text{ \% share (36.39\%) of the Accumulated Surpluses as at the date of transition} \\ = & \text{ Total Equity of Knox City Council in Your Library Ltd.} \end{aligned}$$

- ** The percentage equity will be the percentage distribution available to the Member Councils on withdrawal or dissolution.

SCHEDULE 1 (cont...)

PREMISES & INITIAL CONTRIBUTIONS



Your Library Ltd will occupy under licence the following premises:

Premises:

- Croydon Library
- Realm Library

Calculation of contribution to Your Library Ltd

Initial contribution to ERLC 1996:

	\$,000	%
Member Councils' initial contributions to ERLC		
Knox	\$1,342	36.39%
Maroondah	\$918*	24.89%**
Yarra Ranges	\$1,429	38.72%
Total Member Councils' initial contributions to ERLC	\$3,689	100.00%

- * The dollar value of the Member Council's contribution will be adjusted as at the date of transition to the new entity using the following formula:

$$\begin{aligned} & \$918,000 \text{ (Initial contribution)} \\ + & \text{ \% share (24.89\%) of the Accumulated Surpluses as at the date of transition} \\ = & \text{ Total Equity of Maroondah City Council in Your Library Ltd.} \end{aligned}$$

- ** The percentage equity will be the percentage distribution available to the Member Councils on withdrawal or dissolution.

SCHEDULE 1 (cont...)

PREMISES & INITIAL CONTRIBUTIONS



Your Library Ltd will occupy under licence the following premises	Your Library Ltd will provide limited services to the following Reading Rooms
<ul style="list-style-type: none"> • Belgrave Library • Healesville Library • Lilydale Library • Montrose Library • Mooroolbark Library • Yarra Junction • Flexi Vehicle 	<ul style="list-style-type: none"> • Monbulk • Mt Evelyn • Yarra Glen

Calculation of contribution to Your Library Ltd

Initial contribution to ERLC 1996:

	\$,000	%
Member Councils' initial contributions to ERLC		
Knox	\$1,342	36.39%
Maroondah	\$918	24.89%
Yarra Ranges	\$1,429*	38.72%**
Total Member Councils' initial contributions to ERLC	\$3,689	100.00%

* The dollar value of the Member Council's contribution will be adjusted as at the date of transition to the new entity using the following formula:

$$\begin{aligned}
 & \$1,429,000 \text{ (Initial contribution)} \\
 + & \text{ \% share (38.72\%) of the Accumulated Surpluses as at the date of transition} \\
 = & \text{ Total Equity of Yarra Ranges Council in Your Library Ltd.}
 \end{aligned}$$

** The percentage equity will be the percentage distribution available to the Member Councils on withdrawal or dissolution.

Sharrock
Pitman
Legal

Your Library Ltd

A Public Company Limited by Guarantee

On Your Side

Sharrock Pitman Legal Pty Ltd

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1 Preamble

- (a) The Founding Member Councils first established the Eastern Regional Libraries Corporation (ABN 67 990 548 408) on or about 14 June 1996 by an agreement made under section 196 of the Local Government Act 1989 (Vic).
- (b) In accordance with section 330(4) of the Local Government Act 2020 (Vic), as an existing regional library, the Eastern Regional Libraries Corporation must be wound up by 1 July 2031.
- (c) Section 110(1) of the Local Government Act 2020 (Vic) allows the Founding Member Councils to become members of and participate in the formation of a corporation and appoint directors.
- (d) Therefore, on the 27th and 28th June 2022, the Founding Member Councils resolved to apply section 110 of the Local Government Act 2020 (Vic) to establish the Company as a new not-for-profit, public library, registered as a company limited by guarantee under the Corporations Act.
- (e) The Founding Member Councils will record their initial contribution and transfer of assets, licences, operations and activities from the Eastern Regional Libraries Corporation to the Company under a separate agreement.

2 Name of Corporation

The name of the company is **Your Library Ltd**.

3 Status of the Constitution and replaceable rules

This is the Constitution of the Company. The provisions of the Corporations Act that apply as replaceable rules are displaced by this Constitution and accordingly do not apply to the Company.

4 Interpretation

4.1 Definitions

In this Constitution unless the contrary intention appears:

Auditor means the person appointed for the time being as the auditor of the Company.

ABN means Australian Business Number.

ACNC means the Australian Charities and Not-for-profits Commission.

ACNC Act means the *Australian Charities and Not-for-profits Commission Act 2012* (Cth) and includes any regulations made under the ACNC Act and any rulings or requirements of the Commissioner made under the ACNC Act having application to the Company.

ASIC means the Australian Securities and Investments Commission.

Appointed Board Member means a Director appointed pursuant to clause 18.1(b) from time to time.

Board means the Directors present at a meeting, duly convened as a Board meeting, at which a quorum is present.

Business Day means a day which is not a Saturday, Sunday or bank or public holiday in Melbourne, Victoria, Australia.

Company means **Your Library Ltd (ACN)**.

Constitution means this constitution as amended from time to time.

Corporations Act means the *Corporations Act 2001* (Cth).

Deductible Contributions mean a contribution of money or property as described in item 7 or item 8 of the table in section 30-15 of the Tax Act in relation to a fundraising event held for that purpose.

Director means a person who is a director for the time being of the Company and **Directors** means more than one Director.

Founding Member Councils means the Knox City Council, Maroondah City Council and Yarra Ranges Shire Council.

Gifts mean gifts of money or property for the Objects of the Company.

ITAA97 means the *Income Tax Assessment Act 1997* (Cth).

Member means the Member Councils and any other body corporate who is, or who is registered as, a member of the Company.

Members mean more than one Member.

Membership means being a Member of the Company.

Member Councils means the Knox City Council, Maroondah City Council and Yarra Ranges Shire Council, and where a subsequent Council is admitted as a Member, includes that Council.

Objects mean the objects of the Company set out in **clause 5.1**.

Property means any real, personal, tangible, intangible, moveable or immovable property of any kind where ever situated including money and choses in action.

Register of Members means the register of Members maintained pursuant to the Corporations Act.

Replaceable Rules means the replaceable rules applicable to a public company limited by guarantee set out in the Corporations Act.

Representative means a body corporate or the Member Councils' representative as appointed under clause 15.

Rule means a rule, by-law or policy made by the Directors in accordance with clause 19(e), and includes all rules, by-laws or policies previously adopted by the Eastern Regional Libraries Corporation and which become the rules, by-laws or policies of the Company at the date of incorporation of the Company.

Secretary means any person appointed for the time being as, or to perform the functions of, secretary of the Company.

Tax Act means the *Income Tax Assessment Act 1997* (Cth) and the *Income Tax Assessment Act 1936* (Cth) as appropriate.

4.2 Interpretation

In this Constitution:

- (f) the words “including”, “include” and “includes” are to be construed without limitation;
- (g) a reference to legislation is to be construed as a reference to that legislation, any subordinate legislation, regulations and instruments made under it, and that legislation and subordinate legislation, regulations and instruments, as amended, re-enacted or replaced from time to time;
- (h) a reference to a “person” includes a corporate representative appointed pursuant to section 250D of the Corporations Act;
- (i) headings are used for convenience only and are not intended to affect the interpretation of this Constitution;
- (j) a reference to a meeting includes a meeting by digital or other technology where all attendees have reasonable opportunity to participate;
- (k) a reference to a person being present in person includes an individual participating in a meeting as described in clause 4.2(e);
- (l) a reference to a person being present includes an individual participating in a meeting in person or through a Representative; and
- (m) a word or expression defined in the Corporations Act and used, but not defined, in this Constitution has the same meaning given to it in the Corporations Act when used in this Constitution.

4.3 Operation of Corporations Act

While the Company is a registered charity under the ACNC Act the provisions of the Corporations Act in Part 2G.2 and Part 2G.3¹ apply as if section 111L(1) of the Corporations Act was not enacted and if one of those provisions includes a reference to lodging documents with or notifying ASIC that requirement does not apply to the Company.

4.4 Signing

Where, by a provision of this Constitution, a document including a notice is required to be signed, that requirement may be satisfied in relation to an electronic communication of the document in any manner permitted by law or by any State or Commonwealth law relating to electronic transmissions, or in any other manner approved by the Directors.

5 Objects and purpose

5.1 Objects and purpose

The Object and principal purpose of the Company is to be a charity (with charitable sub-type advancing culture) and a public library (endorsed as a deductible gift recipient under item 12.1.2 of the table of cultural organisations set out in section 30-100 of the ITAA97) pursuing the following charitable objects:

- (a) to operate a digital library, library branches and provide library services to and within the Member Councils, and to provide similar services to other Councils, Beneficial Enterprises or library corporations through a service level agreement;
- (b) provide services, resources and programs aimed at meeting the information, recreation, educational, placemaking, business, economic and cultural needs of the diverse communities of the Member Councils in an equitable, effective, efficient, responsive and forward looking manner in accordance with the values and objectives as determined by the Board;

¹ Part 2G.2 and 2G.3 are provisions in relation to meetings of members and keeping minutes

- (c) to act as trustee and to perform and discharge the duties and functions incidental to acting as a trustee where this is incidental or conducive to the attainment of these Objects; and
- (d) to do such things as are incidental or ancillary to the attainment of these Objects.

5.2 Limitation of Powers

The Company is prohibited from making distributions to Members and paying fees (or other remuneration) to the Directors. The Secretary must approve all other payments the Company makes to Directors and provide a report on any such payments at the first available general meeting.

5.3 Non profit

The assets and income of the Company must be applied solely in furtherance of the Objects, and no portion shall be distributed, paid or transferred directly or indirectly by way of dividend, bonus or by way of profit to members, directors or any trustees of the Company.

5.4 Payment in good faith

Clause 5.3 does not prevent payment, directly or indirectly, in good faith to a Member:

- (a) of reasonable remuneration for services to the Company;
- (b) for goods supplied in the ordinary course of business;
- (c) of fair and reasonable interest on money borrowed from a Member at a rate not exceeding that fixed for the purposes of this clause 5.4(c) by the Company in a General Meeting;
- (d) of reasonable rent for premises let by a Member;
- (e) a contribution towards a grant or project in furtherance of the Objects and Purposes of the Company; or
- (f) in furtherance of the Objects and Purposes of the Company poses of the Company.

5.5 Conduit Policy

Any allocation of funds or property to other persons or organisations must be made in accordance with the Objects of the Company and must not be influenced by the preference of the donor.

6 Amendment of this Constitution

6.1 Amendment by Special Resolution

This Constitution may be modified or repealed only by a special resolution of the Company in a general meeting.

6.2 Date of effect of the amendment

Any modification or repeal of this Constitution takes effect on the date the special resolution is passed or any later date specified, or provided for, in the resolution.

6.3 Notification to the ACNC

The Company will notify ASIC or, if a registered charity, the ACNC (as applicable) of any modification or repeal of this Constitution within the time specified in the ACNC Act or the Corporations Act.

7 Member's Liability

7.1 Liability to contribute

Each Member during the year ending on the day of the commencement of the winding up of the Company, undertakes to contribute to the property of the Company for:

- (a) payment of debts and liabilities of the Company;
- (b) payment of the costs, charges and expenses of winding up; and
- (c) any adjustment of the rights of the contributories among Members.

7.2 Limited liability

The amount that each Member or past Member is liable to contribute under clause 7.1 is not to exceed \$1.00.

8 Membership

8.1 Founding Members

The Founding Member Councils are the founding Members of the Company.

8.2 Categories of membership

Additional categories and classes of members, if required, may be created by a special resolution of the Members of the Company in a general meeting.

8.3 Admission as a Member

The Company may admit a body corporate as a Member where:

- (a) The applicant is eligible under clause 8.5 and makes an application to the Directors in accordance with clause 8.6;
- (b) The Board recommends that the applicant be admitted as a member to its Member Councils; and
- (c) The existing Member Councils agree in writing to admit a new Member, which such written consent to be provided once that Council has approved the admission of a new Member at a Council meeting.

8.4 Becoming a Member

Subject to the Corporations Act, a body corporate becomes a Member on the registration of that body corporate's name in the Register of Members.

8.5 Eligibility for Membership

To be eligible to be a Member, a body corporate must:

- (a) be nominated by 1 existing Member;
- (b) consent in writing to become a Member; and
- (c) agree to be bound by this Constitution.

8.6 Application for Membership

- (a) Only a body corporate satisfying the eligibility requirements for Membership may apply for Membership.
- (b) The Board may prescribe the process, information and supporting documents required for an applicant to apply for Membership and the form in which the application for Membership is to be made.
- (c) An application for Membership must:
 - (i) be in writing signed by the applicant;
 - (ii) if the Board has prescribed the form of the application for Membership, be in that prescribed form;
 - (iii) if the Board has prescribed information and supporting

documents to be included as part of an application, include the information and supporting documents, and

- (iv) be accompanied by the membership fee, if any, determined by the Directors.

8.7 Consideration for application for Membership

- (a) At the first meeting of the Board after an application for Membership has been received by the Board, the Board must consider the application and in their discretion either accept, accept subject to conditions, defer the decision to a subsequent meeting of the Board or reject the application.
- (b) If the Board accepts the application for Membership, or accepts subject to conditions, the application must be submitted to the Member Councils for consideration;
- (c) The Member Councils may only accept an application in accordance with clause 8.3(c).
- (d) The Board and the Member Councils are not required to give reasons for refusing an application for membership.

8.8 Membership fees

The Members must pay such membership fees as prescribed from time to time by the Directors.

8.9 Registration as a Member

If the Company accepts an application for Membership, as soon as practicable, the Secretary must notify the applicant of the decision and must register the name of the body corporate in the Register of Members and record any conditions imposed on that Member's Membership.

9 Rights of Members are non-transferable

The rights and obligations of a Member are specific to that body corporate and are not transferable.

10 Cessation of Membership

10.1 Cessation of Membership

A Member ceases to be a Member:

- (a) if the Member resigns as a Member in accordance with this Constitution;
- (b) if the Member is expelled as a Member in accordance with this Constitution;
- (c) if the Member is being wound up or ceasing to exist;
- (d) if the Member is placed under external administration or becomes insolvent unless the Member Councils (but not including a Member Council whose membership is the subject of this clause) unanimously resolve for that Member to remain a Member of the Company.

10.2 Resignation of Member

A Member may resign from the Company by giving the Board at least 12 months' notice.

10.3 Termination of membership

- (a) A Member Council may recommend to the Board that the Company terminate the membership of a Member if the Member Council is of the view that the Member is not complying with its obligations as a Member of the Company.

- (b) At the first meeting of the Board after a recommendation is received to terminate a Membership, the Board must consider termination and in their discretion and subject to clause 10.3(c) either accept, accept subject to conditions, defer until further information is provided or reject the recommendation. Any such decision must be based on one of the following substantive grounds:
 - (i) the Member has failed to pay any fee that may be prescribed by the Directors from time to time within 12 months after the fee was due and payable;
 - (ii) where the Member is a Member Council, both Appointed Board Member positions for that Council have been vacant for 12 months, or no Appointed Board Members appointed by that Member Council have attended Board meetings for 12 months;
 - (iii) where the Member is a Member Council, that Member Council has failed to attend 3 consecutive general meetings of the Company;
 - (iv) the Member refuses or neglects to comply with this Constitution; or
 - (v) the Member engages in conduct which is prejudicial to the interests of the Company.
- (c) Before deciding to accept or accept subject to conditions the recommendation the Board must provide the Member whose Membership is under consideration notice of the proposed action and provide the Member with an opportunity to respond. The Board must allow the Member at least 14 days from when the Board provides the notice to respond to the notice;
- (d) If the Board decides to accept or accept subject to conditions the recommendation must be submitted to the Member Councils for consideration;
- (e) The Board's final resolution on the termination is subject to each Member Council (but not including a Member Council whose membership is the subject of this clause) agreeing in writing to terminate the Member; and
- (f) If the Member Councils (but not including a Member Council whose membership is the subject of this clause) agree in writing to terminate the Member, the Board must terminate the Membership of that Member by giving 14 days' notice of the termination to that Member.
- (g) If a dispute arises regarding the termination of a Member's membership under this clause 10.3, the dispute resolution procedure contained in clause 34 must be followed and, for the purposes of clause 34.1, written notification under clause 10.3(a) will be the notice of the dispute (as defined in clause 34.1).

11 Maintenance of Register

11.1 Register of Members

The Secretary must maintain a Register of Members setting out:

- (a) the name and address of each Member;
- (b) the date on which each person became a Member;
- (c) any conditions imposed on a Member's Membership; and
- (d) in respect of each body corporate who has ceased to be a Member, the date on which that body corporate ceased to be a Member.

11.2 Inspection of Register of Members

The Company must provide access to the Register of Members in accordance with the Corporations Act.

12 General Meetings

12.1 Annual general meetings

The Company must hold an annual general meeting:

- (a) within 6 months of incorporation; and
- (b) after the first annual general meeting, before 30 August in each calendar year.

The Board or Secretary shall convene the annual general meeting.

12.2 Business at an annual general meeting

The business of an annual general meeting may include any of the following, even if not referred to in the notice of meeting:

- (a) the consideration of the annual financial report, directors' report and auditor's report;
- (b) the appointment of the auditor; and
- (c) determination of auditor's remuneration.

12.3 Director and Chief Executive Officer convening a general meeting

Any Director or the Directors may convene a general meeting.

The Chief Executive Officer under delegation by the Board may convene a general meeting.

12.4 Meetings requested by Members

- (a) If the Board receives a request from a Member or Members with a right to vote at any general meeting the Board must convene a general meeting within 21 days after the date of receipt of that request.
- (b) The request must detail any proposed resolution, the names of the Members requesting the meeting and be signed by all of the Members making the request. For this purpose, the signatures of the Members may be contained in more than one document.
- (c) A general meeting requested by the Members must be held no later than two calendar months after the request is received.

12.5 Notice of general meeting

At least 21 days' notice of a general meeting must be given to the Members, Directors and Auditor. The notice must:

- (a) state the date, time and place (or places) of the meeting;
- (b) state the general nature of the business to be conducted at the meeting; and
- (c) state any proposed resolutions.

12.6 Shorter notice of general meeting

Subject to the Corporations Act, a shorter notice of a general meeting may be given if the calling of the notice of the general meeting on shorter notice is agreed to by all Members entitled to attend and vote at the meeting and any such general meeting will be treated as having been duly convened.

12.7 Notice of resumption of an adjourned meeting

If a general meeting is adjourned for 30 days or more, at least 30 days' notice must be given to the Members, Directors and Auditor of the day, time and place (or places) for the resumption of the adjourned general meeting.

12.8 Use of technology

A general meeting may be held in one place or two or more places. If a general meeting is held in two or more places, the Company must use technology that gives Members a reasonable opportunity to participate at that general meeting.

12.9 Postponement or cancellation of a general meeting

- (a) Subject to this Constitution and the Corporations Act, the Board may change the place (or places) of a general meeting, or postpone or cancel a general meeting.
- (b) If a general meeting is convened pursuant to a request by Members, the Board may not postpone or cancel the general meeting without the consent of the requesting Members.

12.10 Notice of change, postponement or cancellation of a meeting

- (a) If the Directors have convened a general meeting, the Board may change the place (or places) of the general meeting, postpone or cancel the general meeting. If a Director has convened a general meeting, only the Director who convened the general meeting may change the place (or places) of the general meeting, or postpone or cancel the general meeting.
- (b) If the Board changes the place (or places) of a general meeting, notice must be given to each Member and each person entitled to receive notice of the meeting of the new place (or places) of the meeting.
- (c) If the Board postpones a general meeting, notice must be given to each Member and each other person entitled to receive notice of the new date, time and place (or places) of the meeting.
- (d) If the Board cancels a general meeting, notice must be given to each Member and each other person entitled to receive notice of general meetings.

12.11 Omission to give notice relating to a general meeting

No resolution passed at or proceedings at any general meeting will be invalid because of any unintentional omission or error in giving or not giving notice of:

- (a) that general meeting;
- (b) any change of place (or places) of that general meeting;
- (c) postponement of that general meeting, including the date, time and place (or places) for the resumption of the adjourned meeting; or
- (d) resumption of that adjourned general meeting.

13 Proceedings at general meetings

13.1 Quorum

- (a) A quorum at a general meeting is where a simple majority of Representatives of the Member Councils is present in person, but must include a Representative of each of the Member Councils. The quorum must be present at all times during the general meeting.

Lack of Quorum

- (b) If a quorum is not present within 30 minutes after the time appointed for a general meeting (or any longer period of time as the chair may allow) or ceases to be present at any time during the general meeting, the general meeting:
 - (i) if convened by a Director or on the request of Members, is

dissolved; or

(ii) in any other case:

- (A) is adjourned to be resumed on a day, time and place (or places) as the chair determines or if the chair is not present as the Directors or Director at the meeting may determine; or
- (B) if the Directors do not so determine, no Director is present or no Director present so determines:
 - (1) the date for the resumption of the adjourned general meeting will be on the same day in the next week;
 - (2) the time for the resumption of the adjourned general meeting will be at the same time as the adjourned meeting; and
 - (3) the place (or places) for the resumption of the adjourned general meeting will be at the same place (or places) as the adjourned meeting.

(c) If a quorum is not present within 30 minutes after the time appointed for the resumption of the adjourned general meeting or ceases to be present during the meeting, the general meeting is dissolved.

13.2 Chairing general meetings

- (a) The chair of the general meeting will be the Director elected for the time being as chair of the Board meetings.
- (b) If the chair is not present within 15 minutes after the time appointed for any general meeting or if the chair is unwilling or unable to act as chair for the whole or any part of that general meeting, the Directors present may elect a Director present to chair that general meeting.
- (c) If no Director is elected or if all the Directors present decline to take the chair for the whole or any part of that general meeting, or the Members present otherwise determine that they wish to appoint a different person as chair, the Members present may elect a Member present (in person) to chair for the whole or any part of that general meeting. If the Members do not so elect a chair, the meeting will be adjourned to be resumed on the same day, at the same time and the same place (or places) in the following week.

13.3 Conduct of general meetings

The chair of each general meeting has charge of the conduct of that meeting, including the procedures to be adopted and the application of those procedures at that meeting.

13.4 Adjournment

- (a) The chair of a general meeting may adjourn the meeting to another date, time and place (or places) if it appears to the chair that it is likely to be impracticable to hold or to continue to hold the meeting because of the number of Members who wish to attend but who are not present.
- (b) If a majority of Members present at a general meeting in person or by proxy determine that the meeting should be adjourned, the chair must adjourn the meeting to another date, time and place (or places) determined by the chair.
- (c) No business may be transacted on the resumption of an adjourned or postponed general meeting other than the business referred to in the

notice convening the adjourned or postponed general meeting.

14 Proxy

A Member must not appoint a proxy to attend a general meeting or vote on their behalf.

15 Body Corporate Representative

15.1 Appointment of a Corporate Representative

- (a) Each Member must appoint at least one (1), and up to two (2), natural persons as its Representative(s) to exercise on its behalf any or all of the powers it may exercise:
 - (i) at meetings of the Members;
 - (ii) at meetings of creditors or debenture holders; or
 - (iii) relating to resolutions to be passed without meetings.
- (b) In the event that a Member does not appoint any Representative, the Director(s) appointed by that Member shall be deemed to be the Member's Representative(s).
- (c) Where a Member appoints two (2) Representatives, the Representatives will have one collective vote and must vote as a block. In the event of a division between the Representatives of a Member with respect to any resolution, the vote of that Member will be in the negative.
- (d) The appointment of a Representative may be a standing one.

15.2 Authority to act as a Representative

- (a) An appointment of a Representative must be in writing and be signed by the body corporate or the Member Council appointing the Representative and state:
 - (i) the Member's or Member Council's name and address, or
 - (ii) the Company's name;
 - (iii) the Representative's name or the name of the office held by the Representative; and
 - (iv) the general meeting at which the Representative may act, or if the appointment is a standing one, a clear statement to that effect.
- (b) The instrument appointing the Representative may specify the manner in which the Representative(s) must vote on any particular resolution and may restrict the exercise of any power.
- (c) The Company may rely on an instrument appointing a Representative as definitive evidence that the Representative has been validly appointed in accordance with the rules and procedures of that Member for the making of such an appointment.

15.3 Instrument to be received by the Company

- (a) An instrument purporting to appoint the Representative is not valid unless it is received by the Company at least 48 hours before the general meeting or, in the case of an adjourned meeting, at least 48 hours before the resumption of an adjourned general meeting.
- (b) An instrument appointing a Representative must be received by the Company at any of the following:
 - (i) the registered office; or

- (ii) a place or electronic address specified for that purpose in the notice of the general meeting.

15.4 Revocation of appointment of Representative

The appointment of a Representative may be revoked by the Member who appointed the Representative by notice to the Company from the Member stating that the appointment of the Representative is revoked or by appointing a new Representative.

16 Voting

16.1 Entitlement to vote

Each Member entitled to vote at a general meeting may vote in person through their Representative(s). Each Member has one vote, whether on a show of hands, or a poll.

16.2 No Casting vote

If there is an equality of votes, either on a show of hands or on a poll, then the chairperson of the meeting is not entitled to a casting vote in addition to any votes to which the chairperson is entitled as a Member or Representative, and consequently, the resolution fails.

16.3 Voting on resolution

At any general meeting, a resolution put to a vote must be determined by a show of hands unless a poll is demanded in accordance with this Constitution. A resolution is taken to be carried if a simple majority of the votes cast on the resolution are in favour of it.

16.4 Objection to right to vote

- (a) A challenge to a right to vote at a general meeting:
 - (i) may only be made at that general meeting; and
 - (ii) must be determined by the chair.
- (b) A determination made by the chair in relation to a challenge to a right to vote is binding on all Members and is final.

16.5 Written resolutions

Members may pass a resolution without a general meeting being held if all the Members entitled to vote on the resolution sign a document containing a statement that they are in favour of the resolution set out in the document. For this purpose, signatures of the Members may be contained in more than one document and a signature includes an electronic signature.

16.6 Minutes

- (a) Unless a poll is demanded in accordance with this Constitution, a declaration by the chair that a resolution has, on a show of hands, been:
 - (i) carried;
 - (ii) carried unanimously;
 - (iii) carried by a particular majority; or
 - (iv) lost or not carried by a particular majority,is conclusive evidence of the fact declared. An entry to that effect made in the minutes book of the Company and the minutes are adopted at the next general meeting is evidence of that fact unless the contrary is proved.
- (b) After each general meeting, the Directors must record or cause to be recorded in the minutes book:

- (i) the proceedings and resolutions of each general meeting;
 - (ii) any declarations at each general meeting; and
 - (iii) all resolutions passed by Members without a general meeting.
- (c) The chair, or the chair of the next meeting, must sign the minutes within one month after the general meeting.
- (d) The minute books must be kept electronically at the registered office and distributed to the Directors electronically within three months after each general meeting.
- (e) Members may inspect the minute books electronically at any time on the Company's Intranet. No amount may be charged for inspection.

16.7 Disputes to be resolved by the chair

The chair will determine any dispute in relation to any vote, and the determination of the chair is binding on all Members and is final.

17 Poll

17.1 Chair may determine to take a poll

The chair of a general meeting may determine that a poll be taken on any resolution.

17.2 Right to demand a poll

A poll may be demanded on any resolution at a general meeting other than the election of a chair or the question of an adjournment by any Member present at the meeting.

17.3 Procedure for demanding a poll

- (a) A poll may be demanded:
 - (i) before a vote on a show of hands is taken;
 - (ii) before the result of a vote on a show of hands is declared; or
 - (iii) immediately after the result of a vote on a show of hands is declared.
- (b) If a poll is demanded on the election of a chair or the question of an adjournment, it must be taken immediately. If a poll is demanded on any other matter, it may be taken in the manner and at the time and place (or places) as the chair directs.
- (c) Other than where a poll is demanded on the election of a chair or the question of an adjournment, a demand for a poll may be withdrawn at any time by the person or persons who demanded it. A demand for a poll which is withdrawn does not invalidate the result of a show of hands declared before the demand for the poll was made.
- (d) Other than where a poll is demanded on the election of a chair or the question of an adjournment, a demand for a poll does not prevent the general meeting from continuing for the transaction of any business.

18 Appointment and removal of Directors

18.1 Number and Composition of Directors

- (a) The Company must have six (6) Directors upon its incorporation.
- (b) The Directors shall consist of two (2) Board Members appointed by each of the Member Councils (Appointed Board Member).

- (c) Once appointed, the Appointed Board Member holds office in accordance with clause 18.4.
- (d) The Member Councils who have nominated an Appointed Board Member may withdraw their nomination at any time if the person so nominated no longer holds office with that Member Council or is no longer suitable to be nominated as the Appointed Board Member.
- (e) If an Appointed Board Member is unable to be present at a Board meeting, the Board shall allow a Senior Executive Officer of the Member Council that appointed Board Member to attend the Board meeting in the place of the absent Appointed Board Member. The Senior Executive Officer shall not have a vote and does not have the powers of a director.

18.2 Retirement or Vacancy

The Company may, at a General Meeting at which:

- (a) a Director retires or otherwise vacates office; or
 - (b) a Director vacancy exists by operation of clause 18.7 or otherwise,
- request that the Board seeks a new nomination from the Member Council for an Appointed Board Member in accordance with clause 18.1.

18.3 Qualifications of Directors

- (a) To be eligible for the office of Director a person must consent in writing to act as a Director.
- (b) In the event that it is required under a law, regulation or guideline applicable to the Company, the Company must ensure that a majority of the Directors are persons who have the requisite level or degree of responsibility to the general public.

18.4 Terms and retirement of Directors

- (a) Subject to clause 18.5, Directors are elected for terms of four (4) years.
- (b) At each Annual General Meeting, any Director who has held office for four (4) years or more since last being elected, must retire from office but subject to clauses 18.2 and 18.5 is eligible for reappointment. A retiring Director holds office until the conclusion of the meeting at which that Director retires.
- (c) The Members may by ordinary resolution increase or decrease the period of time for which a Director holds office under clause 18.4(a).
- (d) The Members may by ordinary resolution remove any Director before the expiration of that Director's period of office, and may then request that the Board seek a new nomination from the Member Council for an Appointed Board Member in accordance with clause 18.1.

18.5 Reappointment of Directors

Directors are entitled to seek reappointment as Directors provided that they are still nominated by the Member Councils as their Appointed Board Member and the Director's period of continuous service to the Company does not exceed a period of eight (8) years unless the Members, by ordinary resolution in General Meeting or unanimous written resolution, elect to waive this requirement for a particular Director.

18.6 Casual vacancy or additional Director

- (a) The Directors may at any time request a new nomination from the Member Council for an Appointed Board Member in accordance with clause 18.1 either to fill a casual vacancy or as an addition to the existing Directors, provided the total number of Directors does not exceed the maximum number of Directors appointed by that Member Council set out in clause 18.1(b).

- (b) A Director appointed under clause 18.6(a) holds office until the conclusion of the next Annual General Meeting of the Company but is eligible for appointment at that meeting.

18.7 Vacation of office of Director

In addition to the circumstances in which the office of a Director becomes vacant under the Corporations Act, a person ceases to be a Director and the office of Director is vacated if the person:

- (a) is removed from office as a Director by a resolution of the Company at a general meeting;
- (b) ceases to be eligible under clause 18.3;
- (c) resigns as a Director by notice in writing to the Company;
- (d) is no longer nominated by the Member Council as its Appointed Board Member under clause 18.1(d).
- (e) if the person is subject to assessment or treatment under any mental health law and the Board resolves that the person should cease to be a Director;
- (f) dies;
- (g) is disqualified from acting as a Director under the Corporations Act;
- (h) is absent from Board meetings for a continuous period of six months without leave of absence from the Board.

19 Powers and duties of Board

- (a) The primary objective of the Board is to achieve the best library service outcomes for the communities of the Member Councils within the context of each of the Member Councils' available resources and competing demands. These outcomes include the provision of resources and programs aimed at meeting the information, recreation, educational, placemaking, business, economic and cultural needs of the diverse communities of the Members in an equitable, effective, efficient, responsive and forward looking manner in accordance with the values and objectives as determined by the Board
- (b) Subject to this Constitution and the Corporations Act, the activities of the Company are to be managed by, or under the direction of, the Board.
- (c) Subject to this Constitution and the Corporations Act, the Board may exercise all powers of the Company that are not required to be exercised by the Company in a general meeting.
- (d) The powers of the Board include the power to:
 - (i) borrow or otherwise raise money;
 - (ii) mortgage, charge (including in the form of a floating charge) any of the Company's assets (both present and future); and
 - (iii) issue debentures and other securities, and any instrument (including any bond).
- (e) Subject to this Constitution, the Directors may from time to time by resolution make and rescind or alter Rules which are binding on the Members for the management and conduct of the business of the Company.
- (f) The rules, by-laws or policies previously adopted by the Eastern Regional Libraries Corporation become the rules, by-laws or

policies of the Company at the date of incorporation of the Company.

20 ACNC governance standards

The Company and each Director must comply with the duties described in governance standard 5 as set out in the regulations made under the ACNC Act and such other obligations as apply under the ACNC Act and the Corporations Act from time to time.

21 Delegation

- (a) The Board may delegate any of its powers to:
 - (i) a Director;
 - (ii) a committee in accordance with clause 21;
 - (iii) an employee of the Company; or
 - (iv) any other person.
- (b) The power may be delegated for such time as determined by the Directors and the Directors may at any time revoke or vary the delegation.
- (c) The delegate must exercise the powers delegated in accordance with any directions of the Directors, and the exercise of the power by the delegate is as effective as if the Directors had exercised it.
- (d) The Directors may continue to exercise any power they have delegated.

22 Committees

22.1 Delegation to committees

- (a) The Directors may delegate any of their powers, to a committee which may consist of one or more Directors and such other persons as they think fit.
- (b) A committee to which any powers have been delegated under clause 22.1(a) must exercise those powers in accordance with any directions of the Directors. A power so exercised is taken to have been exercised by the Directors.
- (c) Notwithstanding any delegation of authority under this clause 22.1, the Directors remain responsible for any decisions of a committee appointed by them and must ensure that the committee exercises its powers appropriately.

22.2 Meetings of committees

A committee may meet and adjourn as it thinks proper.

22.3 Chairperson of a committee

The members of a committee may elect one of their number as chairperson of their meetings. If a meeting of a committee is held and:

- (a) a chairperson has not been elected; or
- (b) the chairperson is not present within 10 minutes after the time appointed for the holding of the meeting or is unable or unwilling to act;

then the committee members involved may elect one of their number to be chairperson of the meeting.

22.4 Determination of questions

- (a) Questions arising at a meeting of a committee are to be determined by a majority of votes of the members present and voting.
- (b) In the event of an equality of votes, the chairperson of the meeting does not have a casting vote.

23 Negotiable instruments

All negotiable instruments and all receipts for money paid to the Company must be signed, drawn, accepted, endorsed or otherwise executed in such manner as the Board may determine.

24 Remuneration and reimbursement for expenses

24.1 Remuneration of Director

The Company must not pay and a Director is not entitled to receive any fee (or other remuneration) from the Company for services performed as a Director.

24.2 Reimbursement of expenses

Directors are entitled to be reimbursed by the Company for reasonable costs and expenses incurred or to be incurred in connection with attendance at meetings of the Board and committees of the Board, if approved by the Board.

25 Board meetings

25.1 Convening meetings

- (a) In the ordinary course, the Chief Executive Officer will convene Board meetings in accordance with the determinations of the Board.
- (b) A Director may at any time convene a Board meeting by notice to the other Directors.

25.2 Notice of meetings

- (a) Reasonable notice of each Board meeting must be given to the Directors entitled to receive a notice (if any).
- (b) Each notice must state:
 - (i) the date, time and place (or places) of the Board meeting;
 - (ii) the general nature of the business to be conducted at the Board meeting; and
 - (iii) any proposed resolutions.

25.3 Omission to give notice

No resolution passed at or proceedings at any Board meeting will be invalid because of any unintentional omission or error in giving or not giving notice of:

- (a) that Board meeting;
- (b) any change of place (or places) of that Board meeting;
- (c) postponement of that Board meeting; or
- (d) resumption of that adjourned Board meeting.

25.4 Use of technology

A Board meeting may be held in one, two or more places using such technology as determined by the Board and set out in the notice. The Board must use technology that gives Directors a reasonable opportunity to participate at that Board meeting. The clauses relating to meetings of Directors apply to each such meeting in the usual manner.

25.5 Quorum at meetings

- (a) A quorum at a Board meeting is where each Member Council has at least one Appointed Board Member present in person. The quorum must be present at all times during the Board meeting.
- (b) However, the quorum requirement shall not apply with respect to the Appointed Board Member(s) of a particular Member Council where that

Appointed Board Member(s) have failed to attend the prior two Board meetings, provided that after each Board meeting the Company advised the Member in writing that its Appointed Board Member(s) failed to attend the Board meeting.

25.6 Chair of meetings

- (a) At the first Board meeting a chair and deputy chair will be elected from the Directors present in person.
- (b) Subject to a vote of the Board to the contrary:
 - (i) The chair and deputy chair of the Board shall be held on an annual rotational basis;
 - (ii) A chair and deputy chair shall serve for the duration of a calendar year; and
 - (iii) At the first Board meeting of a new calendar year, a new chair and deputy chair shall be elected from the Directors appointed by the Member whose turn it is to hold the chair and deputy chair.
- (c) The Directors may elect a Director to chair a Board meeting by a majority vote.
- (d) If the chair is not present within 15 minutes after the time appointed for a Board meeting or if the chair is unwilling or unable to act as chair for the whole or any part of that Board meeting, the Directors present may elect a Director present to chair that Board meeting.

25.7 Passing resolutions at meetings

- (a) A resolution of the Board must be passed by a majority of the votes cast by the Directors entitled to vote on the resolution.
- (b) Each Director present in person is entitled to vote and has one vote.

25.8 No Casting vote

If on any resolution an equal number of votes is cast for and against a resolution, the chair does not have a casting vote in addition to any vote cast by the chair as a Director and subsequently, the resolution is lost.

25.9 Conduct of meetings

The chair of each Board meeting has charge of the conduct of that meeting, of the procedures to be adopted and the application of those procedures at that meeting.

25.10 Written resolutions

The Board may pass a resolution without a Board meeting being held if all the Directors entitled to vote on the resolution sign a document containing a statement that they are in favour of the resolution set out in the document. For this purpose, signatures can be contained in more than one document, with each document to be identical to each other document and a signature can be an electronic signature.

25.11 Minutes of meetings

- (a) Within three months after each Board meeting, the Directors must record or cause to be recorded in the minute books:
 - (i) the proceedings and resolutions of each Board meeting; and
 - (ii) all resolutions passed without a Board meeting.
- (b) The chair, or the chair of the next Board meeting, must sign the minutes

within three months after the meeting.

- (c) The minute books must be kept at the registered office.
- (d) The Directors may inspect the minute books between the hours of 9.00 am and 5.00 pm on any Business Day. No amount may be charged for inspection.

26 Director's conflict of interests

26.1 Declaration of interest

- (a) Any Director who has a material personal interest in a contract or proposed contract of the Company, holds any office or owns any property such that the Director might have duties or interests which conflict or may conflict either directly or indirectly with the Director's duties or interests as a Director, must give the Board notice of the interest at a Board meeting.
- (b) A notice of a material personal interest must set out:
 - (i) the nature and extent of the interest; and
 - (ii) the relation of the interest to the affairs of the Company.
- (c) The notice must be provided to the Board at a Board meeting as soon as practicable.

26.2 Voting by interested Directors

A Director who has a material personal interest in a matter that is being considered at a Board meeting must not:

- (a) vote on the matter at a meeting; or
- (b) be present while the matter is being considered at the meeting, and accordingly will not count for the purposes of determining whether there is a quorum.

27 Appointment of Secretary and Chief Executive Officer

27.1 Secretary

- (a) The Company must have at least one Secretary. The Board has the power to appoint a natural person to act as secretary on the terms and for such period as the Board may determine.
- (b) Any Secretary appointed may be removed at any time by the Board.

27.2 Chief Executive Officer

- (a) The Directors may appoint a Chief Executive Officer on such terms and conditions (including as to remuneration) as they consider appropriate.
- (b) The Directors may delegate any of their powers to the Chief Executive Officer:
 - (i) on the terms and subject to any restrictions they decide; and
 - (ii) so as to be concurrent with, or to the exclusion of, the powers of the Board,and may revoke the delegation at any time.
- (c) The Chief Executive Officer may be invited to attend all meetings of the Directors, but may not hold the office of a Director and is not entitled to vote.

28 Removal and remuneration of Auditor

28.1 Appointment of Auditor

An Auditor will be appointed by the Company at a general meeting for a period not exceeding four years from the date that the Auditor provided a request for quote.

28.2 Remuneration of Auditor

The remuneration of the Auditor may be determined by the Company at a general meeting. If the remuneration is not determined at a general meeting, it may be determined by the Directors at a Board meeting.

28.3 Removal of Auditor

- (a) Subject to the Corporations Act, the Company may remove an Auditor by resolution at a general meeting; and
- (b) Complying with the Corporations Act requirements of 2 months' notice to the Company.

28.4 Auditor's attendance at general meetings

The Auditor must be notified of, and may attend, any general meeting and any Audit or Risk Advisory Committee meeting. The Auditor is entitled to be heard at any general meeting or Audit and Risk Advisory Committee it attends on any part of the business of the general meeting which concerns the Auditor.

29 Execution of documents

Documents executed for and on behalf of the Company must be executed by:

- (a) Directors;
- (b) a Director and the Secretary; or
- (c) the Chief Executive Officer under delegation.

30 Financial records

30.1 Member's access to financial records

A Member or any other person may inspect financial or any other records of the Company where such inspection is authorised by the Board or its delegate, or required by law or by order of a court with jurisdiction.

30.2 Directors' access to financial records

Any Director may at any time access and inspect any financial and any other record of the Company, other than those protected by privacy principles, freedom of information or other legislation.

30.3 Access to financial records after ceasing to be a Director

The Board may determine that any person who is to cease or has ceased to be a Director may continue to have access to and inspect any financial record and any other record of the Company relating to the time during which the person was a Director, if required by law or by order of a court.

31 Notices

31.1 General

Any notice, statement or other communication under this Constitution must be in writing, except that any notice convening a Board meeting does not need to be in writing.

31.2 How to give a communication

In addition to any other way allowed by the Corporations Act, a notice or other communication may be given by being:

- (a) personally delivered;
- (b) left at the person's current address as recorded in the Register of Members;
- (c) sent to the person's address as recorded in the Register of Members by pre-paid ordinary mail or, if the address is outside Australia, by pre-paid airmail;
- (d) sent by email to the person's current email address for notices; or
- (e) by other electronic means.

31.3 Communications by post

A communication is given if posted:

- (a) within Australia to an Australian address, three Business Days after posting;
- (b) outside Australia or to an address outside Australia, ten Business Days after posting.

31.4 Communications by email

A communication is taken to be given if sent by email immediately on sending the email unless the sender receives a delivery failure notification indicating that the email has not been delivered to the information system of the recipient.

31.5 After hours communication

If a communication is given:

- (a) after 5.00 pm in the place of receipt; or
- (b) on a day which is a Saturday, Sunday or bank or public holiday in the place of receipt,

it is taken as having been given at 9.00 am on the next day which is not a Saturday, Sunday or bank or public holiday in that place.

32 Indemnity and insurance

32.1 Indemnity

- (a) To the extent permitted by the Corporations Act and subject to the Corporations Act, the Company may procure directors and officeholders insurance or pay any premium in respect of a contract of insurance between an insurer and a director or other officer or any person who has been a director or other officer of the Company in respect of the liability suffered or incurred in or arising out of the conduct of any activity of the Company and the proper performance by the director or other officer of any duty.
- (b) The indemnity in **clause 32.1(a)**:
 - (i) is enforceable without the officer first having to make a payment or incur an expense;
 - (ii) is enforceable by the officer notwithstanding that the officer has ceased to be an officer of the Company; and
 - (iii) applies to any liability, loss, damage, cost or expense incurred or suffered or to be incurred or suffered by the officer, whether incurred before or after the date of this Constitution.

32.2 Documenting indemnity

The Company may enter into an agreement containing an indemnity in favour of

any officer. The Board will determine the terms of the indemnity contained in the agreement.

32.3 Insurance

- (a) To the extent permitted by the Corporations Act and subject to the Corporations Act, the Company may pay any premium in respect of a contract of insurance between an insurer and an officer or any person who has been an officer of the Company in respect of the liability suffered or incurred in or arising out of the conduct of any activity of the Company and the proper performance by the officer of any duty.
- (b) If the Board determines, the Company may execute a document containing rules under which the Company agrees to pay any premium in relation to such a contract of insurance.

33 Winding up and revocation

33.1 Winding up of the Company

- (a) In the case of the winding-up of the Company, any surplus assets that remain after the satisfaction of all debts and liabilities, then, subject always to clause 33.2, those surplus assets must be transferred to another organisation with charitable purposes which is not carried on for the profit or gain of its individual members.
- (b) The organisation will be determined by a special resolution of the Members at or before the time of dissolution.

33.2 Transfer of surplus assets – deductible gift recipients

- (a) Where the Company has been endorsed as a deductible gift recipient under Subdivision 30 BA of the Tax Act, either as an entity or in relation to a fund or an institution it operates, then where:
 - (i) the Company is wound up;
 - (ii) the fund or institution is wound up; or
 - (iii) the endorsement under Subdivision 30 BA of the Tax Act is revoked;
- (b) any surplus:
 - (i) Gifts;
 - (ii) Deductible Contributions; and
 - (iii) money received by the Company because of such Gifts or Deductible Contributions,

remaining after payment of all liabilities must be transferred to one or more organisations, funds or institutions that comply with clause 33.1 and are deductible gift recipients.

34 Dispute resolution

34.1 Handling a dispute

Where there is a dispute, grievance or another disagreement between a Member and the Company, or between a Member and a Member, whether arising out of the application of this Constitution or otherwise (**Dispute**), then the party raising the Dispute must, prior to the commencement of any proceedings in a Court or Tribunal or before any authority or board, notify the other party in writing of the nature of the Dispute, and the following must occur:

- (a) the parties must in the period of 14 days from the service of the notice of the Dispute (Initial Period) use their best endeavours to resolve the Dispute;
- (b) if the parties are unable to resolve the Dispute within the Initial Period, then the Dispute must be referred for mediation to a mediator agreed by the

parties;

- (c) if the disputants are unable to agree on a mediator within 7 days of the expiration of the Initial Period, the parties may request the chairperson of the Resolution Institute to nominate a mediator to whom the Dispute will be referred;
- (d) the costs of the mediation must be shared equally between the parties; and
- (e) where:
 - (i) the party receiving the notice of the Dispute fails to attend the mediation required by clause 34.1(b);
 - (ii) the mediation has not occurred within 6 weeks of the date of the notice of the Dispute; or
 - (iii) the mediation fails to resolve the Dispute;

then the party serving the notice of Dispute will be entitled to commence any proceedings in a Court or Tribunal or before any authority or board in respect of the Dispute.

34.2 Urgent interlocutory relief

The procedure in clause 34.1 will not apply in respect of proceedings for urgent or interlocutory relief.

Schedule 1

Appointment of Representative at a General Meeting

Name: Your Library Ltd

ACN: 662 838 020

The Member Council: (name)

of (address)

being a member of the above named Company hereby appoint

..... (name)

of (address)

and (name)

of (address)

as our Representative to attend and vote for us on our behalf at the meeting of the members of the Company to be held on the day of 20 and at any adjournment of that meeting.

[TO BE INSERTED IF DESIRED] This form is to be used in favour of/against the resolution (Strike out whichever is not desired)

[INSERT DETAILS OF SPECIFIC RESOLUTIONS IF DESIRED]

Signed:

Name:

Position:

Dated:

This notice must be returned to Your Library Ltd ACN 662 838 020 at:

[ADDRESS/EMAIL ADDRESS/FAX No]

by [TIME] on [DATE]

[INSERT SPECIFIC DETAILS ENSURING THAT THE TIME IS 48 HOURS BEFORE THE TIME FOR THE MEETING]