

# Draft Maroondah City Council Council Plan 2021-2025 2022/23 Update









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# 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.

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

*The Council Plan 2021-2025* has been prepared to meet the requirements of the new *Local Government Act 2020*, and outlines Council's continuing role in supporting recovery of the Maroondah community from the COVID-19 pandemic.

## 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 2022/23 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, including recovery from the COVID-19 pandemic.

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 2021-2023* and *Positive Ageing Framework and Action Plan 2021-2025*).
- Implementing the *Bayswater Business Precinct Transformation Strategy*.
- Designing the Karralyka redevelopment and undertaking staged works.
- Reviewing, updating and implementing Council's Sustainability, Climate Change Risk and Adaptation, and Carbon Neutral strategies.
- Developing and implementing Council's *Waste, Litter & Resource Recovery Strategy 2020-2030*.
- Designing and constructing activity centre carparks in Croydon, Ringwood and Heathmont; and at Heatherdale station.



- 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 State and Federal Government elections in 2022.

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.

In the years ahead, Council will continue to support community recovery from the COVID-19 pandemic, ensuring our city remains a great place to live, work, play and visit.

**Cr Mike Symon**  
Mayor

**Steve Kozlowski**  
Chief Executive Officer



# 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 2020/21, Council's achievements included:

- Implementing the *Maroondah COVID-19 Recovery Plan* including: continuing the *Be Kind Maroondah* initiative and *MaroondahConnect* community support phone line; installing outdoor dining and pop up park infrastructure; building wellbeing capacity through the Certificate of Creating Wellbeing; and ongoing coordination of emergency relief and volunteering support in Maroondah.
- Constructing sporting infrastructure upgrades at Jubilee Park and Proclamation Park in Ringwood; and at Springfield Park, Dorset Recreation Reserve and Eastfield Park in Croydon.
- Constructing the Parkwood Dog Park in Ringwood North.
- Developing 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*).
- Developing the *Domestic Animal Management Plan 2021-2025*.
- Completing shopping centre infrastructure upgrades throughout the municipality.
- Supporting rollout of the Victorian Government's funded three-year-old kindergarten program, including completion of the Tarralla Kindergarten and Maternal and Child Health redevelopment.
- Delivering infrastructure and amenity upgrades, as well as cultural and engagement initiatives, in the Croydon South local activity centre and Ringwood East activity centre.
- Installing new public art, including *Marrup Biik - Spirit Land* by Simone Thompson at Realm.
- Awarding Council's Arts and Resilience Awards.
- Developing Council's *Sustainability Strategy 2021-2030*.



*Marrup Biik - Spirit Land* by Simone Thompson at Realm





*Tarralla Creek*

- Working in partnership to deliver Stage 1 of the Reimagining Tarralla Creek project.
- Joining 45 other Victorian councils, as part of the Victorian Energy Collaboration, to power Council-owned infrastructure with renewable energy.
- Maroondah's involvement in the Great Southern BioBlitz (GSB), between 22 and 25 October.
- Successfully advocating for 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.
- Completing construction of the activity centre carpark in Croydon, and continuing to plan for construction of activity centre carparks in Ringwood and Heathmont; and at Heatherdale station.
- Upgrading the intersection at Reilly Street and Wantirna Road in Ringwood in partnership with the Victorian Government.
- Completing pedestrian and road safety improvements on Kalinda Road in Ringwood/ Croydon, and commencing enhancement of Eastfield Road in Ringwood East.
- Continuing footpath construction in the Principle Pedestrian Network.
- Constructing road, footpath and drainage improvements in New St in Ringwood.
- Completing renewal works on the Mullum Mullum Creek shared trail.
- Implementing the Greening the Greyfields project after Amendments C134 (Ringwood) and C136 (Croydon South) are adopted into the Maroondah Planning Scheme.
- Continuing development of a new Croydon Structure Plan.
- Continuing the staged redevelopment of the Croydon Community Wellbeing Precinct, including the relocation of organisations into Community Wellbeing Hub B.
- Developing Maroondah's first Heritage Action Plan.
- Continuing the upgrade of drainage in the Sherbrook Catchment in Ringwood, and the Wingate Avenue Catchment in Ringwood East.
- Completing improvement works at McAplin Reserve in Ringwood North.
- Continuing to work in partnership to support volunteer-led community organisations in Maroondah.
- Continuing implementation of the *Children and Families Strategy and Action Plan*, and the *Youth Strategy and Action Plan*.
- Implementing the *Gender Equality Act 2020*, including Council's *Gender Equality Action Plan*.
- Developing the *Maroondah Disability Policy and Action Plan 2021-2025*.
- Developing Council's *Customer Service Strategy 2021-2025*.
- Continuing to implement the new *Local Government Act 2020*.
- Advocating on key local issues in the lead up to the Victorian and Australian Government elections in 2022.



# Maroondah at a glance

## Maroondah is home to...



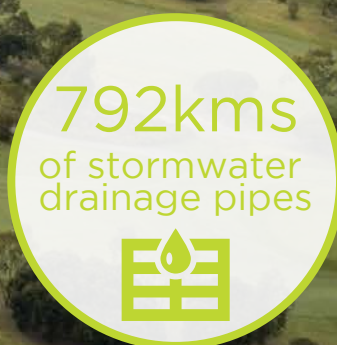
## We provide...







**We maintain...**





## Our city

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east, 22 kilometres from the Central Business District. The area is a substantially urban residential municipality, with an estimated population of 117,484 residents and 47,021 households with an average of 2.50 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 Waranwood. The City also includes small sections of Kilsyth, Park Orchards, Vermont and Wonga Park.

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

Maroondah has the strategic advantage of being located at the north-eastern junction of the Eastern Freeway - EastLink corridor. There are two train lines and a large number of bus routes linking the city with other regions. Our sustainable transport links continue to expand, with on-road cycling paths and 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 ‘Birrarung’ (Yarra River), and ‘djeri’, the grub which is found in or near the tree. The traditional Country of the Wurundjeri Woiwurrung People are defined by natural and environmental features, significantly by water. The direction of water flow provides a clear indication of the shape of Country and reflects the cultural understanding of the Wurundjeri People as the “people of the Birrarung” (Yarra River). The Birrarung and the waters flowing into it are considered to be the traditional Country of the Wurundjeri Woiwurrung People.

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.



## Our community

Maroondah has an estimated population of 117,484 residents and 47,021 households with a similar age structure to the State's average.

Compared with metropolitan Melbourne, Maroondah has a slightly higher proportion of residents aged 50 and over and a lower proportion of residents aged between 20 to 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, and also a higher level of feeling valued by society.

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

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



## Our environment

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

Maroondah's 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 572 parks and reserves with 52 sports ovals, two golf courses, 133 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

Almost 9,600 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 \$16.2 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.





  
↑ Realm  
Council Service Centre  
Library  
BizHub  
ArtSpace  
← Hoyts  
Cinema  
Ringwood Station →  
Maroondah Hwy  
100m

REALM

# 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.



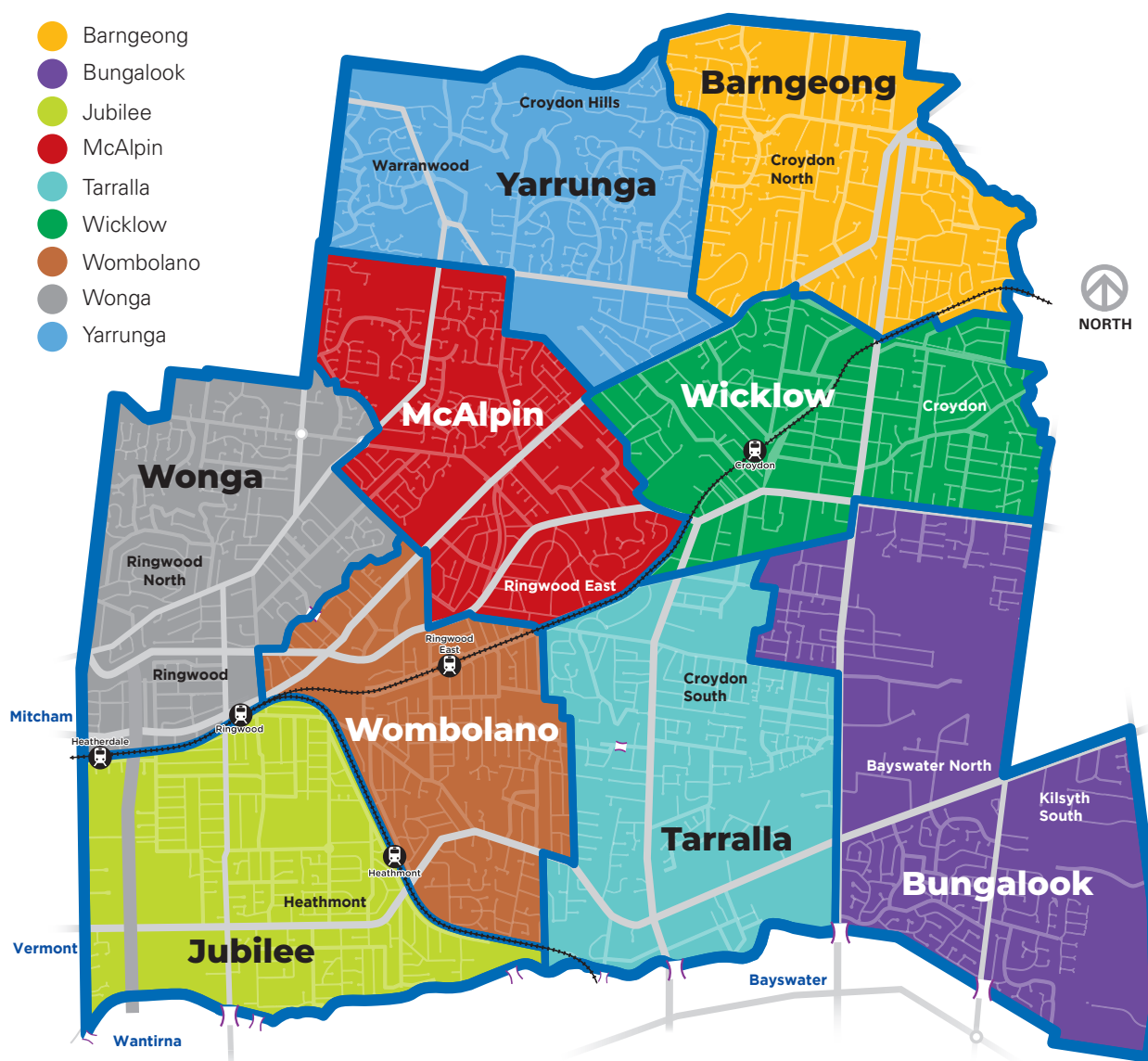
## Our Councillors and wards

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.



## Barngaeng Ward



**Cr Marijke Graham**

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

## Bungalook Ward



**Cr Tony Dib OAM JP**

Mobile: 0438 515 089  
tony.dib@  
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## Jubilee Ward



**Cr Mike Symon (Mayor)**

Mobile: 0436 002 080  
mike.symon@  
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## McAlpin Ward



**Cr Suzy Stojanovic**

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

## Tarralla Ward



**Cr Paul Macdonald**

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## Wicklow Ward



**Cr Tasa Damante**

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## Wombolano Ward



**Cr Kylie Spears**

Mobile: 0436 003 660  
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## Wonga Ward



**Cr Linda Hancock**

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

## Yarrunga Ward



**Cr Rob Steane  
(Deputy 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 (depending on COVID-19 restrictions). 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.



## 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 Hancock 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 Spears Substitute representative, Cr Graham
Maroondah Business Advisory Committee	Cr Damante, Cr Spears and Cr Steane
Maroondah Community Health and Wellbeing Committee	Cr Damante, Cr Dib and Cr Stojanovic
Maroondah Disability Advisory Committee	Cr Dib, Cr Spears and Cr Steane
Maroondah Environment Advisory Committee	Cr Graham, Cr Macdonald and Cr Stojanovic
Maroondah Liveability, Safety and Amenity Committee	Cr Damante, Cr Hancock and Cr Steane

## External committees

External committee	Council representatives
Maroondah – Communities of Wellbeing Steering Committee	Cr Graham and Cr Macdonald
Eastern Regional Group – Mayors and CEO's	The Mayor of the day, the Deputy Mayor, the Chief Executive Officer Substitute representative, Cr Spears
Eastern Affordable Housing Alliance	Cr Macdonald Substitute representative, Cr Stojanovic
Eastern Alliance for Greenhouse Action	Cr Graham Substitute representative, Cr Stojanovic
Eastern Regional Libraries Corporation	Cr Damante and Cr Spears Substitute representative, Cr Hancock
Eastern Transport Coalition	Cr Graham Substitute representative, Cr Damante
METEC (Metropolitan Training Education Centre Inc.)	Cr Steane Substitute representative, Cr Hancock
Metropolitan Local Governments' Waste Forum	Cr Symon Substitute representatives, Cr Graham, Director Corporate Services, Manager Finance & Governance, Coordinator Waste Management
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 Corporate Services
Local Government Safe Cities Network	Cr Steane Substitute representative, Cr Hancock



## The Council organisation

Maroondah City Council is led by the Chief Executive Officer and four Directors who form the Corporate Management Team (CMT). CMT meets on a weekly basis to oversee and manage the operations of Council, discuss forthcoming Council agendas and strategic and policy issues. Members of CMT attend all Council meetings to provide information and advice enabling the Council to make informed decisions.

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

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

## Performance and values

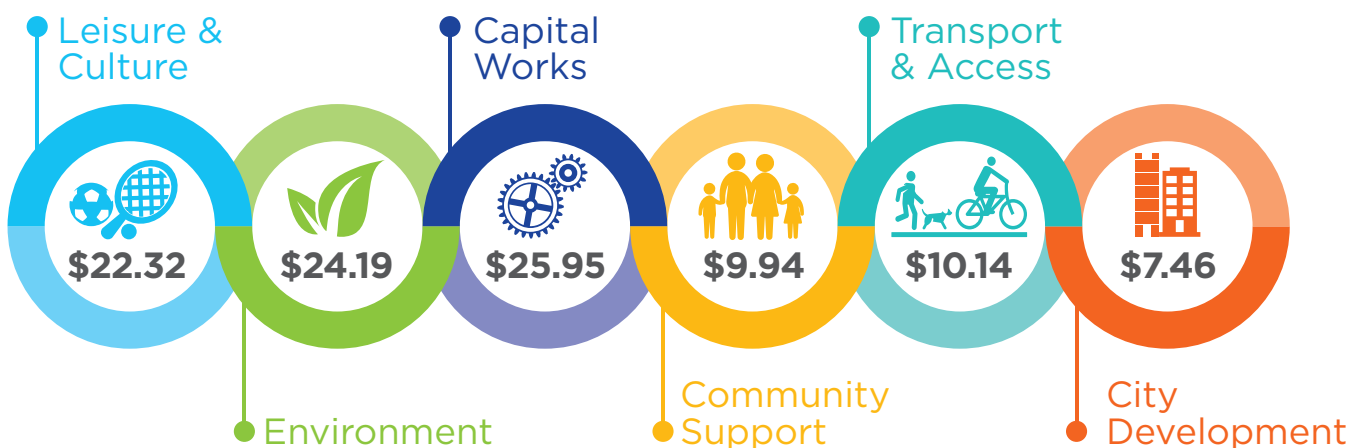
Councillors review the performance of the Chief Executive Officer, while the Chief Executive Officer reviews the performance of Directors and Service Area Managers. Employee activities are strongly guided by Council's six values:

- 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.

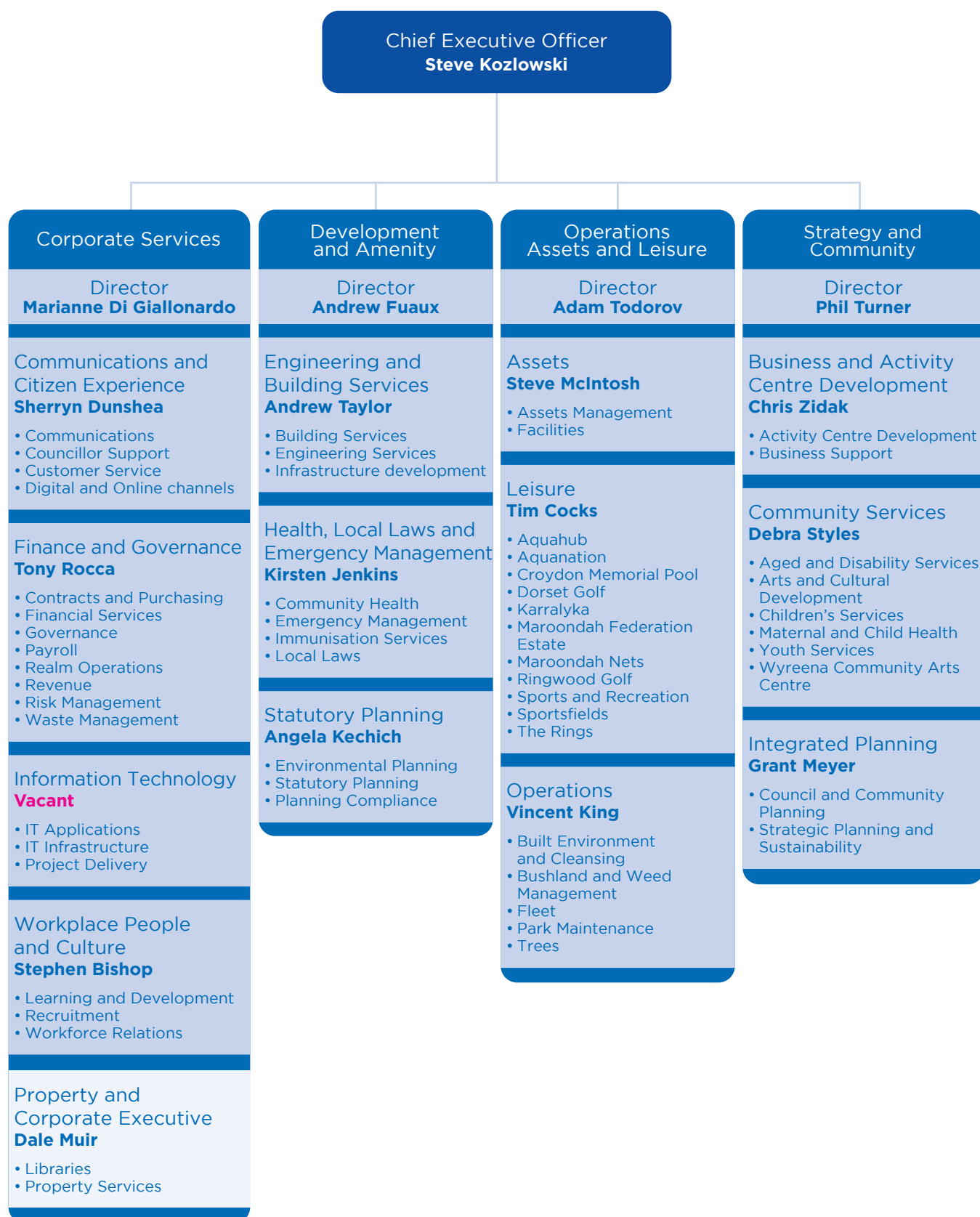
### Your rates and charges at work

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 2022.





## 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**.



## 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.







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

## 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.



## 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.

### Community vision

Sets the strategic direction of Council and describes where the community would like the municipality to be by the year 2040.

### Future outcomes

Define the strategic objectives of Council for achieving the Community Vision and describe the community's aspirations and priorities for each future outcome area to the year 2040.

### Key directions

Describe the strategies Council and the community will use to work towards achievement of the future outcomes and Community Vision.

### Priority actions

Describe activities to be undertaken by Council over the 2021-2025 period that will contribute to the achievement of the future outcomes and Community Vision.

### Council Plan indicators

Describe the community indicators of progress and service delivery performance measures that will be used to monitor progress towards the achievement of the future outcomes and Community Vision.

### Supporting policies, strategies and plans

Describe the policies, strategies and plans that support delivery of *Maroondah 2040 - Our future together* and the *Council Plan 2021-2025*.

### Core services

Describe the external and internal facing services of Council as relevant to each future outcome area.



## 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 20-minute 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.





## 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.





2021 Maroondah Night Run

## 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 Gambling Policy 2018*
- *Maroondah Golf Strategy 2020-2030*
- *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*
- *Melbourne East Regional Sport and Recreation Strategy* (under review)
- *Open Space Policy*
- *Open Space Strategy 2016*
- *Physical Activity Strategy* (under review)
- *Youth Strategy*





**A safe, healthy and active community**

## Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Implement the <i>Maroondah COVID-19 Recovery Plan</i>	•			
Continue to monitor the social and economic impacts of the COVID-19 pandemic and provide responses aligned to community needs		•	•	•
Design and construct a dog park in Ringwood North	•	•		
Design and construct sporting infrastructure upgrades at: <ul style="list-style-type: none"> <li>• Jubilee Park (regional cricket hub), Ringwood</li> <li>• Proclamation Park, Ringwood</li> <li>• Springfield Park, Croydon</li> <li>• Cheong Park, Croydon South</li> <li>• Ainslie Park, Croydon</li> <li>• Dorset Recreation Reserve, Croydon</li> <li>• Silcock Reserve, Croydon</li> <li>• JW Manson Reserve, Wantirna</li> </ul>	•	•		
Review, update and implement Council's <i>Physical Activity Strategy</i> , and develop and implement an Indoor Sports Facilities (basketball, netball and volleyball) Strategy	•	•	•	•
Finalise and implement the <i>Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031</i> <sup>^</sup> (including the <i>Health and Wellbeing Action Plan 2021-2023</i> and <i>Positive Ageing Framework and Action Plan 2021-2025</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	•	•	•	•*

<sup>^</sup> denotes action incorporates the Municipal Public Health Plan;

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

## Core services

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

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 (Health, Local Laws and Emergency Management)

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)

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 (Health, Local Laws and Emergency Management)

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)

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 and development, 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 and Recreation (Leisure)

Sport and Recreation supports and encourages increased community involvement in physical activity by coordinating the delivery of programs, activities and events such as 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 and Recreation manages Council's community events, including Maroondah Festival, Maroondah Carols, Australia Day, and the Celebrate Maroondah series.

### Stadiums (Leisure)

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.





Live entertainment at Eastfield Shopping Centre pop up park



## 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*







## A prosperous and learning community

### Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Advance planning and implementation of 20-Minute Neighbourhood initiatives, including completion of a strategic review of shopping centres in Maroondah	•	•	•	•*
Work in partnership to implement the <i>Bayswater Business Precinct Transformation Strategy</i> and investigate and implement opportunities to enhance business capability, skill development, employment and education pathways for the manufacturing sector	•	•	•	•*
Work in partnership with the Victorian Government to plan for and support the rollout of funded three year old kindergarten in Maroondah	•	•	•	•*
Facilitate co-working opportunities and spaces in Maroondah	•	•	•	•*

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

### Core services

#### Business and Activity Centre Development

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; stewards 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 stewards 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

##### (Property and Corporate Executive)

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.

*Outdoor dining at Heathmont shopping precinct*





• PIES  
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COFFEE - CAKES - PIES  
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COFFEE - CAKES - PIES

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MILKSHAKES  
APPLE PIES  
DESSERTS

CAKES

BECCA

FISH & CHIPS





*Dancing With Creation mural in Ringwood East*



## 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*



Mimi Leung *Facets* exhibition, ArtSpace at Realm





**A vibrant and culturally rich community**

## Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Deliver the 20-Minute 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	•	•	•	•

## Core services

### Arts and Culture (Community Services)

Arts and Cultural Development 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 as 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 (Leisure)

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.

*Gluttony Gala Night*









*Tree planting in Melview Reserve, Ringwood North*



## 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*







## A clean, green and sustainable community

### Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Implement Council's <i>Environmentally Sustainable Design Local Planning Policy</i> into the Maroondah Planning Scheme	•			
Work in partnership to implement the Reimagining Tarralla Creek project	•	•		
Review, update and implement Council's <i>Sustainability Strategy</i> , and <i>Climate Change Risk and Adaptation Strategy</i>	•	•	•	•*
Review, update and implement Council's <i>Carbon Neutral Strategy</i> , including participation in the power purchasing agreement	•	•	•	•*
Develop and implement Council's <i>Waste, Litter and Resource Recovery Strategy 2020-2030</i>	•	•	•	•*
Prepare and implement a Maroondah Habitat Connectivity Action Plan	•	•	•	•*
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 and 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 Governance)

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 CO<sub>2</sub>-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.





Devon Street, Croydon

## 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 within 20-minute neighbourhoods
- 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 Principle 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





## An accessible and connected community

### Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Work in partnership with the Victorian Government to implement road improvement works at: <ul style="list-style-type: none"> <li>New Street, Ringwood</li> <li>Reilly Street and Wantirna Road, Ringwood</li> <li>Eastfield Road, Ringwood East</li> <li>Plymouth Road and Kirtain Drive, Croydon.</li> </ul> Undertake carpark improvement works at: <ul style="list-style-type: none"> <li>McAlpin Reserve, Ringwood North</li> <li>Dorset Recreation Reserve, Croydon.</li> </ul>				
Design and construct activity centre carparks in Croydon, Ringwood and Heathmont; and at Heatherdale station	•	•	•	
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 provision of new and upgraded major transportation infrastructure in Maroondah, including public transport enhancements	•	•	•	•
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	•	•	•	•*

•\* 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.









McAlpin Reserve



## 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 20-minute 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 Smart City technologies that improve 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*
- *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 2016*
- *Maroondah Planning Scheme (incl. Municipal Strategic Statement)*
- *Maroondah Public Lighting Policy 2019*
- *Ringwood East Activity Centre Structure Plan 2013*



Heathmont Sporting Pavilion



## An attractive, thriving and well-built community

### Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
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 (Assets)

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 (Assets)

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 (Integrated Planning)

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.





Pickleball 'Come and Try' event at Maroondah Nets



## 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*





## An inclusive and diverse community

### Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Work in partnership to support volunteer-based organisations and facilitate volunteerism within Maroondah	•	•		
Investigate and implement additional female changing facilities at local sporting venues	•	•	•	•
Implement the <i>Children and Families Strategy</i> and Action Plan; and the <i>Youth Strategy</i> and Action Plan	•	•	•	•
Implement the <i>Gender Equality Act 2020</i> , including Council's Gender Equality Action Plan	•	•	•	•*
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		•	•	•*

•\* 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.

#### Corporate Strategy and Community Development (Integrated Planning)

Council and Community Planning oversees Council's activities in relation to community planning, community development and corporate planning.

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. This currently includes a focus on social recovery of the Maroondah community from the impacts of the COVID-19 pandemic.

The council planning function oversees the integrated planning, service delivery, and performance reporting of Council activities in accordance with organisational goals, objectives and budgets.



### 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.





## 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 2022/23*
- *Community Engagement Policy 2021*
- *Community Grants Policy*
- *Council Expenses Policy*
- *Councillor Code of Conduct*
- *Councillor Confidentiality and Procedure Policy*
- *Councillor Gift Policy*
- *Customer Service Strategy 2021-2025*
- *Financial Plan 2022/23 to 2031/32*
- *Information Communication and Technology Strategy 2019-2022*
- *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*





## A well governed and empowered community

### Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Implement the new <i>Local Government Act 2020</i>	•	•		
Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the Victorian and Australian Government elections in 2022	•	•		
Develop and implement a new Customer Service Strategy that will continue to advance Council's commitment to be highly responsive and customer-focused	•	•	•	•
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	•	•	•	•*
Engage the community in undertaking a review of <i>Maroondah 2040 - Our future together</i> and prepare a new <i>Council Plan 2025-2029</i> following election of a new Council			•	•*
Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2024 for the 2024-2028 period			•	•
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

### Core services

#### Communications and Citizen Experience

Communications and Citizen Experience promote the work and achievements of Council and keep the community informed and engaged. The function is responsible for: communication and engagement strategy and planning; Council branding; management and coordination of print, online, digital and social media communication and channels; content creation; media and public relations; advocacy; community engagement activity; internal communications; and the promotion, branding and marketing of Maroondah City Council's services, activities and events, including Maroondah Leisure facilities.

The function also provides support to elected representatives; activities related to the Mayor, Councillors and Council Meetings; coordination of policies, processes and reporting related to the Mayor and Councillors; and management of civic, corporate and capital project events.

#### Customer Service

##### (Communications and Citizen Experience)

Customer Service provides responsive customer service to the Maroondah community and is a centralised point of contact for the community to access Council services through two service centres in Croydon Library and Realm, 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.



### **Financial Services (Finance and Governance)**

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 (Finance and Governance)**

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.

### **Information Technology**

Information 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.

### **Management Accounting and Payroll (Finance and Governance)**

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.

### **Property (Property and Corporate Executive)**

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 (Finance and Governance)**

Realm Operations is Council's contact point for 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; and staff parking and end of trip facility access.

### **Revenue (Finance and Governance)**

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.

### **Risk, Information and Integrity (Finance and Governance)**

Risk, Information and Integrity oversees the implementation and review of the risk management framework across Council. The function also maintains relevant up-to-date insurances, manages and responds to claims from members of the public, as well as ensuring compliance in regard to statutory registers, freedom of information and privacy, helping to ensure that integrity is part of organisational culture and fraud mitigation is at the fore front of how Council conducts business.






The function also maintains Council's Corporate Recordkeeping system, ensuring that the organisation is appropriately managing its corporate records, storing of records and destruction of records in accordance with Public Record Office Victoria Standards.

### **Workplace People and Culture**

Workplace 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.

# 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 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 Cultural Development		●	●			●	●	●
Asset Management	●			●	●	●	●	●
Building Services	●			●	●	●		
Built Environment	●			●	●	●		
Bushland Management	●			●		●		
Business and Activity Centre Development	●	●	●			●		
Communications and Citizen Experience	●	●	●		●		●	●
Community Health	●			●				
Corporate Strategy and Community Development	●	●			●		●	●
COVID-19 Recovery	●	●	●	●	●	●	●	●
Customer Service								●
Emergency Management								●
Engineering Services	●			●	●	●		
Financial Services								●
Governance and Procurement								●
Information Technology		●						●
Karralyka, Maroondah Federation Estate and Community Halls			●				●	





Council service	A safe, healthy and active community	A prosperous and learning community	A vibrant and culturally rich community	A clean, green and sustainable community	An accessible and connected community	An attractive, thriving and well built community	An inclusive and diverse community	A well governed and empowered community
Leisure and Aquatics	•						•	
Libraries		•	•					
Local Laws	•				•		•	•
Management Accounting and Payroll								•
Maroondah Golf and Sportsfields	•			•			•	
Maternal and Child Health	•	•					•	•
Park Maintenance	•			•	•	•		
Projects and Facilities	•			•	•	•	•	•
Property						•		•
Realm Operations								•
Revenue						•	•	•
Risk, Information and Integrity								•
Sport and Recreation	•			•	•		•	
Stadiums (The Rings and Maroondah Nets)	•						•	
Statutory Planning	•			•		•		•
Strategic Planning and Sustainability				•	•	•		•
Tree Maintenance	•			•		•		
Waste Management				•		•		
Workplace People and Culture	•	•					•	•
Youth and Children's Services	•	•	•				•	•

# 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>	●	○	○	○	○	○	○	○
Continue to monitor the social and economic impacts of the COVID-19 pandemic and provide responses aligned to community needs	●	●	○	○	○	○	●	○
Design and construct a dog park in Ringwood North	●		○	○	○	○		
Design and construct sporting infrastructure upgrades at: <ul style="list-style-type: none"> <li>Jubilee Park (regional cricket hub), Ringwood</li> <li>Proclamation Park, Ringwood</li> <li>Springfield Park, Croydon</li> <li>Cheong Park, Croydon South</li> <li>Ainslie Park, Croydon</li> <li>Dorset Recreation Reserve, Croydon</li> <li>Silcock Reserve, Croydon</li> <li>JW Manson Reserve, Wantirna</li> </ul>	●			○	○	○	○	

● 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
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Review, update and implement Council's <i>Physical Activity Strategy</i> , and develop and implement an Indoor Sports Facilities (basketball, netball and volleyball) Strategy	●		○				○	
Finalise and implement the <i>Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031</i> <sup>^</sup> (including the <i>Health and Wellbeing Action Plan 2021-2023</i> and <i>Positive Ageing Framework and Action Plan 2021-2025</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	●	○	○	○	○	○	○	○
Advance planning and implementation of 20-Minute Neighbourhood initiatives, including completion of a strategic review of shopping centres in Maroondah	○	●	○		○	○		

● Primary outcome area ○ Secondary outcome area  
<sup>^</sup> denotes action incorporates the Municipal Public Health Plan;



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

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Facilitate co-working opportunities and spaces in Maroondah

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○

Deliver the 20-Minute Neighbourhood place activation projects in the Croydon South local activity centre and Ringwood East neighbourhood activity centre

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○

Design the Karralyka redevelopment, and undertake staged redevelopment works

●

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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

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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
Implement Council's <i>Environmentally Sustainable Design Local Planning Policy</i> into the Maroondah Planning Scheme				●		○		○
Work in partnership to implement the Reimagining Tarralla Creek project	○		○	●		○	○	
Review, update and implement Council's <i>Sustainability Strategy</i> , and <i>Climate Change Risk and Adaptation Strategy</i>	○			●	○	○		
Review, update and implement Council's <i>Carbon Neutral Strategy</i> , including participation in the power purchasing agreement	○			●	○	○		○
Develop and implement Council's <i>Waste, Litter and Resource Recovery Strategy 2020-2030</i>	○			●		○		
Prepare and implement a Maroondah Habitat Connectivity Action Plan				●		○		
Implement a streetscape enhancement program, including a significant increase in tree planting				●	○	○		

● 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 implement road improvement works at:

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

Undertake carpark improvement works at:

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

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

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 provision of new and upgraded major transportation infrastructure in Maroondah, including public transport enhancements

● 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 to undertake renewal works on the Mullum Mullum Creek and Colchester Road shared trails; and continue footpath construction in the Principle 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	○	○	○	○	○	●		○
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	○	○	○	○	○		●	○
Investigate and implement additional female changing facilities at local sporting venues	○				○	○	●	

● 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
Implement the <i>Children and Families Strategy</i> and Action Plan; and the <i>Youth Strategy</i> and Action Plan	○	○	○			○	●	○
Implement the <i>Gender Equality Act 2020</i> , including Council's Gender Equality Action Plan	○						●	○
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	○						●	○
Implement the new <i>Local Government Act 2020</i>								●
Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the Victorian and Australian Government elections in 2022	○	○	○	○	○	○	○	●
Develop and implement a new Customer Service Strategy that will continue to advance Council's commitment to be highly responsive and customer focused					○		○	●

● 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	○	○	○	○	○	○	○	●
Engage the community in undertaking a review of <i>Maroondah 2040 - Our future together</i> and prepare a new <i>Council Plan 2025-2029</i> following election of a new Council	○	○	○	○	○	○	○	●
Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2024 for the 2024-2028 period								●
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

# 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
Implement the <i>Maroondah COVID-19 Recovery Plan</i>	•			
Continue to monitor the social and economic impacts of the COVID-19 pandemic and provide responses aligned to community needs		•	•	•
Design and construct a dog park in Ringwood North	•	•		
Design and construct sporting infrastructure upgrades at: <ul style="list-style-type: none"> <li>• Jubilee Park (regional cricket hub), Ringwood</li> <li>• Proclamation Park, Ringwood</li> <li>• Springfield Park, Croydon</li> <li>• Cheong Park, Croydon South</li> <li>• Ainslie Park, Croydon</li> <li>• Dorset Recreation Reserve, Croydon</li> <li>• Silcock Reserve, Croydon</li> <li>• JW Manson Reserve, Wantirna</li> </ul>	•	•		
Review, update and implement Council's Physical Activity Strategy; and develop and implement an Indoor Sports Facilities (basketball, netball and volleyball) Strategy	•	•	•	•
Finalise and implement the <i>Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031</i> <sup>^</sup> (including the <i>Health and Wellbeing Action Plan 2021-2023</i> and <i>Positive Ageing Framework and Action Plan 2021-2025</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	•	•	•	•*

<sup>^</sup> denotes action incorporates the Municipal Public Health 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
Advance planning and implementation of 20-Minute Neighbourhood initiatives, including completion of a strategic review of shopping centres in Maroondah	•	•	•	•*
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	•	•	•	•*
Work in partnership with the Victorian Government to plan for and support the rollout of funded three year old kindergarten in Maroondah	•	•	•	•*
Facilitate co-working opportunities and spaces in Maroondah	•	•	•	•*

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



## A vibrant and culturally rich community

### Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Deliver the 20-Minute 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	•	•	•	•



**A clean, green and sustainable community**

## Priority Actions 2021 – 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
Implement Council's Environmentally Sustainable Design Local Planning Policy into the Maroondah Planning Scheme	•			
Work in partnership to implement the Reimagining Tarralla Creek project	•	•		
Review, update and implement Council's Sustainability Strategy, and Climate Change Risk and Adaptation Strategy	•	•	•	•*
Review, update and implement Council's Carbon Neutral Strategy, including participation in the power purchasing agreement	•	•	•	•*
<i>Develop and implement Council's Waste, Litter and Resource Recovery Strategy 2020-2030</i>	•	•	•	•*
Prepare and implement a Maroondah Habitat Connectivity Action Plan	•	•	•	•*
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
<p>Work in partnership with the Victorian Government to implement road improvement works at:</p> <ul style="list-style-type: none"> <li>• New Street, Ringwood</li> <li>• Reilly Street and Wantirna Road, Ringwood</li> <li>• Eastfield Road, Ringwood East</li> <li>• Plymouth Road and Kirtain Drive, Croydon</li> </ul> <p>Undertake carpark improvement works at:</p> <ul style="list-style-type: none"> <li>• McAlpin Reserve, Ringwood North</li> <li>• Dorset Recreation Reserve, Croydon</li> </ul>	•	•		
Design and construct activity centre carparks in Croydon, Ringwood and Heathmont; and at Heatherdale station	•	•	•	
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 provision of new and upgraded major transportation infrastructure in Maroondah, including public transport enhancements	•	•	•	•
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	•	•	•	•*

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



## An attractive, thriving and well-built community

### Priority Actions 2021 - 2025

Council Plan Priority Action	21/22	22/23	23/24	24/25
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
Work in partnership to support volunteer-based organisations and facilitate volunteerism within Maroondah	•	•		
Investigate and implement additional female changing facilities at local sporting venues	•	•	•	•
Implement the <i>Children and Families Strategy</i> and Action Plan; and the <i>Youth Strategy</i> and Action Plan	•	•	•	•
Implement the <i>Gender Equality Act 2020</i> , including <i>Council's Gender Equality Action Plan</i>	•	•	•	•*
<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</i>		•	•	•*

•\* 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
Implement the new <i>Local Government Act 2020</i>	•	•		
Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the Victorian and Australian Government elections in 2022	•	•		
Develop and implement a new Customer Service Strategy that will continue to advance Council's commitment to be highly responsive and customer focused	•	•	•	•
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	•	•	•	•*
Engage the community in undertaking a review of <i>Maroondah 2040 - Our future together</i> and prepare a new <i>Council Plan 2025-2029</i> following election of a new Council			•	•*
Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2024 for the 2024-2028 period			•	•
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 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).

**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.

**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:** Different plants, animals and microorganisms make a variety of life incorporating their genes and the ecosystems.

**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 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 and four Directors, responsible for overseeing and managing the operations of Council, and strategic and policy issues.

**Council:** The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

**Council Plan:** A four-year plan which provides the medium-term framework for Council operations by outlining: the strategic direction of Council (Community Vision); strategic objectives for achieving the strategic direction (future outcomes); strategies for achieving the objectives for a period of at least the next four financial years (key directions); strategic indicators for monitoring the achievement of objectives (Council Plan indicators); and a description of Council's initiatives and priorities for service, infrastructure and amenity (priority actions).

**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.



**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 need to spend on their existing infrastructure to maintain or renew it to its original service potential or useful life, and what Council actually spends on renewal and maintenance, expressed as a ratio.

**Initiatives:** Budget initiatives are actions that are one-off in nature and/or lead to improvements in service. These are a sub-set of the Council Plan priority actions.

**Integrated Planning Framework:** A hierarchy of strategic documents and processes that ensure all of Council's activities and financial resources are aligned in order to meet the aspirations, needs and expectations of the Maroondah community. This framework includes the key statutory planning and reporting documents that are required to be prepared by Council to ensure accountability to the local community in the performance of functions and exercise of powers under the *Local Government Act 2020*.

**Internal financing:** Ability to finance capital works using cash generated by operating cash flows. The higher the percentage, the greater the ability to finance capital works from own funds.

**International Association for Public Participation:** Peak body for the community and stakeholder engagement sector.

**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.







**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.

**Principle Pedestrian Network:** A designated network of existing and planned routes in a given area that provides pedestrian facilities which support walking trips into and around key destinations, such as activity centres, schools and transport nodes.

**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.

**Rate 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.

**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 service of Council have been in meeting community needs and expectations.

**Service Delivery Plan:** A detailed four-year work plan to guide how a particular Council service area will support the achievement of relevant Maroondah 2040 Community Vision future outcomes and key directions as outlined in the Council Plan.

**Socio-economic advantage and disadvantage:** People's access to material and social resources, and their ability to participate in society.

**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.

**20-minute neighbourhood:** Principle is based on the idea that all residents should have access to the places, services and facilities they use daily within a 20-minute journey from home. This includes local shops, schools, parks, jobs, recreation facilities, and a range of community services.





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Autumn Leaves  
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THE TRAVEL PROFESSIONALS

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10-YEARS  
AT MCADAM  
SQUARE

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**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](http://www.maroondah.vic.gov.au)
- email [maroondah@maroondah.vic.gov.au](mailto:maroondah@maroondah.vic.gov.au)

**Translating and Interpreter Service**

13 14 50

**National Relay Service (NRS)**

13 36 77

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