

# Maroondah City Council

Council Plan 2025-2029  
2026/27 Update







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## Acknowledgment of Country

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

# Introduction

The *Council Plan 2025-2029* is Maroondah City Council's medium-term strategy that links the local community's aspirations and priorities for the future of Maroondah – as outlined in the community vision *Maroondah 2050 – Our future together* – to the current and future work of Council.



The four-year *Council Plan 2025-2029* is structured around the five future outcome areas of the Maroondah 2050 Community Vision. Extending across the period from 2025/26 to 2028/29, the document outlines Council's:

- goals and key directions,
- priority actions,
- strategic indicators,
- services, and
- supporting strategies, plans and policies.

While the *Council Plan 2025-2029* is a four-year strategic plan, it also looks beyond this timeframe to ensure Maroondah is well positioned to meet future challenges and maximise opportunities to progress towards realising the community's vision for Maroondah.

Development of the *Council Plan 2025-2029* has been informed by an extensive community engagement process, which resulted in over 9800 inputs from our diverse Maroondah community; recommendations from the Maroondah 2050 Community Panel; and research into emerging trends, opportunities and challenges to set the future direction for Maroondah.

The *Council Plan 2025-2029* will be implemented through a Council service delivery planning process. Outcomes will be measured and reported on regularly to Council and the community through Council's Annual Report at the end of each financial year.

*Left: Maroondah Festival information tent.*

# Message from the Mayor and Chief Executive Officer



**On behalf of Maroondah City Council, we are pleased to present the Council Plan 2025-2029 (2026/27 Update).**

The *Council Plan 2025-2029* focuses Council's work over the next four years to deliver tangible outcomes that progress the Maroondah 2050 Community Vision.

Maroondah is a safe, inclusive and vibrant community, striving for a green, prosperous and sustainable future for all.

To work towards this Vision, the Council Plan identifies a broad range of key directions that will guide Council's planning and budgeting for the City of Maroondah, as well as priority actions, which are the major initiatives to be undertaken by Council over the 2025 to 2029 period.

Significant priority actions for delivery by 30 June 2029 include:

**Developing and implementing key strategies and plans**

Implementing Council's Liveability, Wellbeing and Resilience Strategy; Creative Maroondah Strategy; Property Management Strategy; Customer Experience Strategy; Communications Strategy; and Climate Adaptation Plan.

Council will also update its Waste, Litter and Resource Recovery Strategy and Reconciliation Plan; and introduce a liveable neighbourhoods strategy.

### **Improving community facilities**

Continuing the staged development of the Croydon Community Wellbeing Precinct; the staged redevelopment of Karralyka\*; revitalisation of Croydon Main Street; and design and construction of The Rings and Ringwood Golf redevelopment\* and Croydon North Early Learning Centre\*.

Council will also work in partnership with the Victorian Government to support the construction of a new hospital in Maroondah.

### **Improving transport infrastructure**

Undertaking road improvement works at Holloway Road in Croydon North and Glenvale Road in Ringwood North; footpath construction across the Principal Pedestrian Network; and renewal of sections of the shared trail along the Mullum Mullum Creek.

Council will also implement advancements in car parking management technology, and advocate to the Australian and Victorian governments for the provision of new and upgraded transportation infrastructure.

### **Enhancing Maroondah's natural environment**

Continuing implementation of Council's Biolink Action Plans and annual streetscape enhancement program, while also undertaking flood mitigation works in Ringwood North and Heathmont.

Council will also work in partnership to deliver the staged implementation of the Reimagining Tarralla Creek project, and continue advocacy to the Victorian Government for a more effective, evidence-based approach to glass recycling, including expansion of the Container Deposit Scheme (CDS) and re-consideration of the mandatory glass-only bin service. Council supports CDS expansion as the most effective way to improve glass recovery outcomes and reduce contamination.

### **Supporting our community**

Working in partnership to plan for and support the Victorian Government's kindergarten reforms, and to develop and deliver a broad range of services, activities and experiences within the Croydon Community Wellbeing Precinct.

Council will also develop and implement a positive ageing service model.

### **Supporting industry and business in Maroondah**

Working in partnership to implement the *Bayswater Business Precinct Transformation Strategy*, supporting the local manufacturing sector, and facilitating co-working opportunities in Maroondah.

The *Council Plan 2025-2029* is resourced by Council's *Financial Plan 2026/27 to 2035/36* and *Annual Budget 2026/27* which outline the financial and non-financial resources required to implement the key directions and priority actions identified in the Council Plan.

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



**Cr Linda Hancock**  
Mayor



**Steve Kozlowski**  
Chief Executive Officer

\*subject to funding

# What we have already achieved

Council has been working towards the *Maroondah 2050 – Our future together* Community Vision by undertaking the *Council Plan 2025-2029* priority actions identified for delivery in 2025/26, and continuing to deliver core services to the Maroondah community.

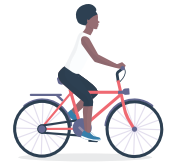


Council's achievements in 2025/26 include:

- Delivering initial stages of Council's positive ageing service model
- Updating the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*
- Continuing the staged redevelopment of the Croydon Community Wellbeing Precinct, including commencing construction of the Cultural and Multipurpose hubs
- Working in partnership to develop services, activities and experiences within the Croydon Community Wellbeing Precinct
- Completing construction of the new multi-level car park at 1A Bedford Road, Ringwood
- Designing and commencing construction of the Croydon Main Street Revitalisation
- Adopting the Croydon Activity Centre Structure Plan
- Undertaking road improvement works at Eastfield Road, Railway Avenue and Morinda Street in Ringwood East
- Continuing footpath construction in the Principal Pedestrian Network
- Trialling technological advancements for car park management in the Ringwood Metropolitan Activity Centre
- Working in partnership to advocate to the Victorian Government to postpone the mandatory implementation of the glass only bin service to households, as well as the expansion of the Container Deposit Scheme
- Continuing implementation of the *Sustainability Strategy 2022-2031*, including developing the *Climate Adaptation Plan 2026-2031*
- Implementing the *Mullum Mullum Creek Biolink Action Plan 2025-2035*, and developing an Action Plan for Dandenong, Tarralla and Bungalook creeks
- Working in partnership to plan for stage two of the Reimagining Tarralla Creek project
- Implementing Council's annual streetscape enhancement program
- Developing the *Creative Maroondah Strategy 2026-2030*
- Working in partnership to develop a Bayswater Business Precinct Structure Plan
- Facilitating co-working opportunities and spaces in Maroondah
- Implementing the Maroondah 2050 Community Vision
- Implementing Council's *Communications Strategy 2025-2029*
- Developing and commencing implementation of Council's *Customer Experience Strategy 2025-2029*
- Implementing Council's *Property Management Strategy 2025-2029*
- Continuing phased replacement of enterprise-wide technological systems
- Partnering with the Eastern Region Group of Councils to address common challenges and progress shared priorities
- Advocating on key local issues on behalf of the Maroondah community in the lead up to the Victorian Government election.

*Left: Bedford Road multi-level car park*

# Maroondah community profile



120,247 residents live here

1959 persons per km<sup>2</sup>

## People



735 Aboriginal and Torres Strait Islander people live here

20% of residents speak a language other than English at home

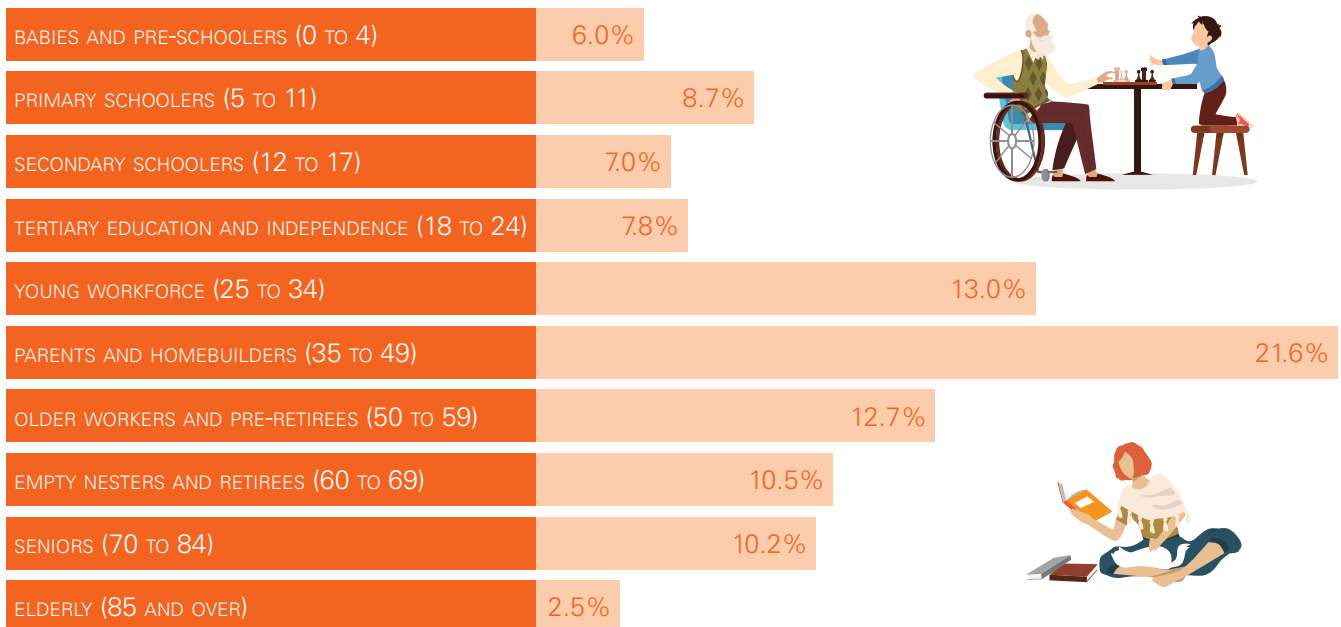
25% of residents were born overseas

39 is the median age

78 languages are spoken

95 countries of origin are represented

Maroondah's population is comprised of the following age groups:



## Housing

There are 46,866 dwellings, of which:



**86%**  
are separate houses



**10%**  
are medium-density housing



**4%**  
are high-density housing

**72%**  
OF PEOPLE ARE PURCHASING OR FULLY OWN THEIR HOME

**21%**  
OF PEOPLE ARE RENTING

There are 45,762 households, of which:



**34%**  
are couples with children



**25%**  
are couples without children



**24%**  
are a single-person



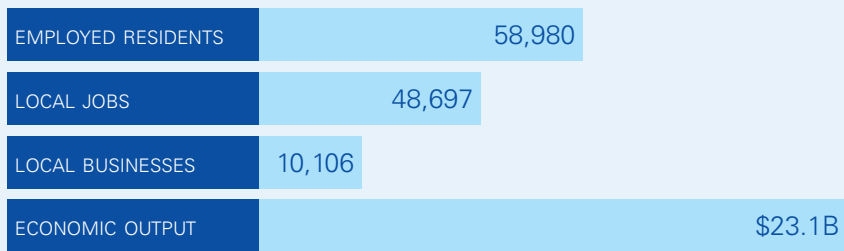
**11%**  
are one-parent families

**2.4%**  
OF PEOPLE LIVE IN SOCIAL HOUSING

**2.53**  
PERSONS PER DWELLING

# Economy

The local economy is comprised of:



The largest employers are:



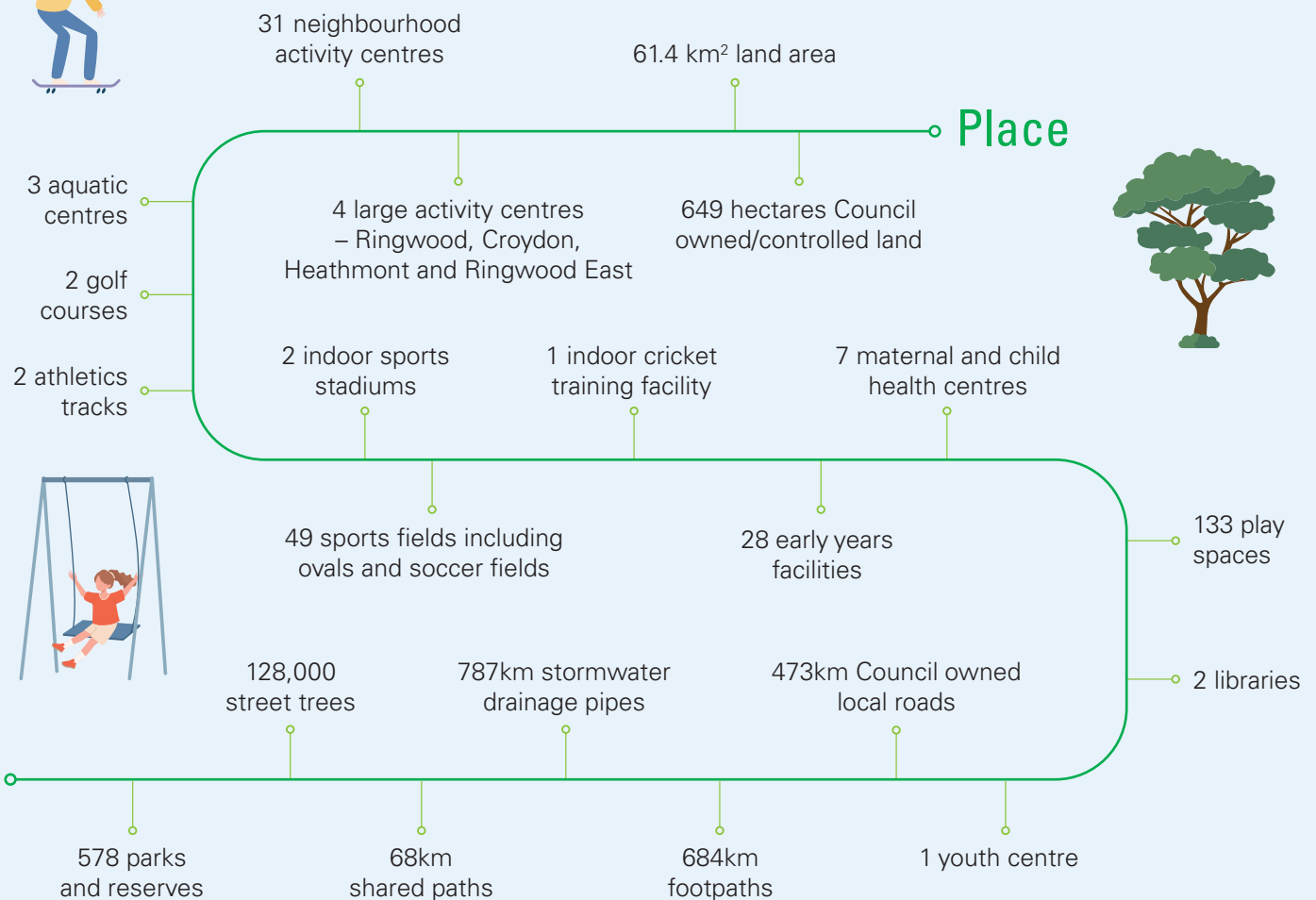
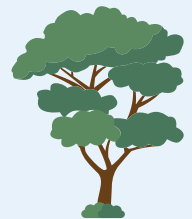
**27%**  
OF RESIDENTS LIVE AND WORK IN MAROONDAH

**41%**  
OF RESIDENTS HAVE A UNIVERSITY OR DIPLOMA QUALIFICATION

**18%**  
OF RESIDENTS HAVE A TRADE QUALIFICATION

**\$1866**  
IS THE MEDIAN WEEKLY INCOME

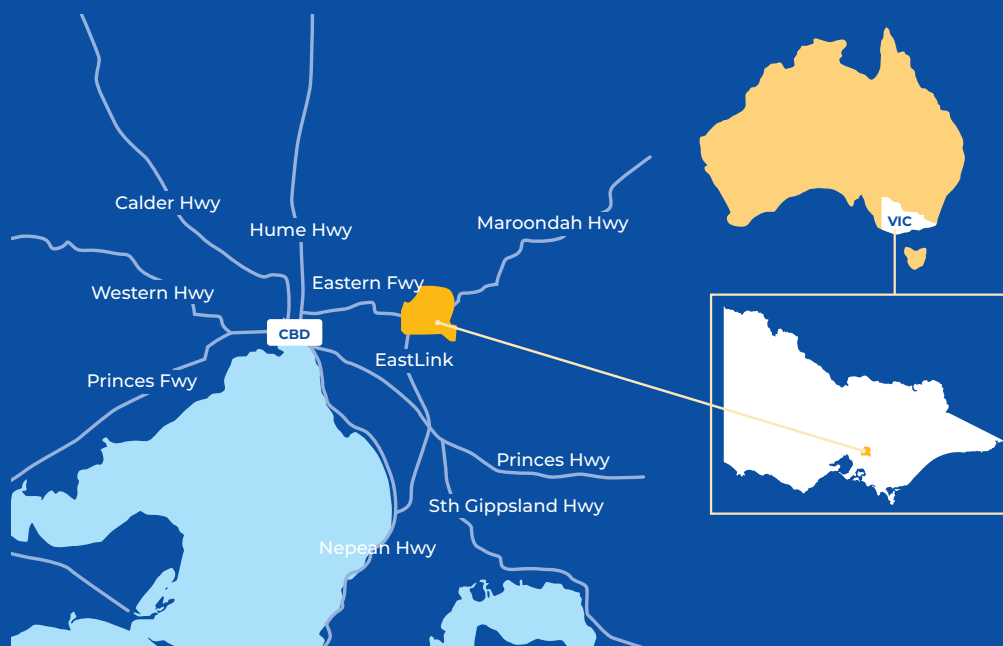
**15%**  
OF RESIDENTS VOLUNTEER



Data current as of May 2026.

Sourced from material compiled and presented by .id (informed decisions) <https://id.com.au>; REMPLAN <https://www.remplan.com.au>; Australian Bureau of Statistics <https://www.abs.gov.au>; and internal Maroondah City Council data.

# Our city



The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east and is located 25 kilometres from the central business district. Maroondah is home to 120,247 residents and 45,762 households. The age structure of Maroondah's population is similar to the Victorian state average.

Maroondah is a predominately urban residential municipality and includes the suburbs of Bayswater North, Croydon, Croydon Hills, Croydon North, Croydon South, Heathmont, Kilsyth South, Ringwood, Ringwood East, Ringwood North and Warranwood. The City also includes small sections of Kilsyth, Park Orchards, Vermont and Wonga Park.

Maroondah has the strategic advantage of being located at the north-eastern junction of the Eastern Freeway – EastLink corridor. There are two train lines and many bus routes connecting Maroondah with other regions. Sustainable transport links also continue to expand with 684 kilometres of footpaths and 68 kilometres of shared paths.

Maroondah has a regional health precinct that includes a major public hospital and a large private hospital, educational facilities that cater from early childhood learning to higher education, two libraries, arts and cultural centres, and a range of community centres. Maroondah is also home to a range of world-class recreation and sporting facilities including Aquanation, Maroondah Nets, Ringwood Golf and Maroondah Edge.

Maroondah is currently home to 649 hectares of Council-owned/managed land, including 578 parks and reserves. 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 habitat for wildlife.

Over 10,000 businesses operate within the City, with over 97% being small businesses employing fewer than 20 people. The largest employing industries are health care, retail trade, manufacturing, and construction. In total, businesses in Maroondah provide employment for over 48,000 people, and the municipality has an annual economic output of \$23.1 billion (representing 1.7% of the output generated in Victoria).

Ringwood, a designated Metropolitan Activity Centre, offers a diverse range of shops, services, jobs and housing, along with numerous public transport options. Croydon, Heathmont and Ringwood East are also designated as activity centres.

# Our history

For more than 35,000 years the Wurundjeri Woi Wurrung People of the Kulin Nation have been the Traditional Custodians of the land now known as the City of Maroondah. The Wurundjeri Woi Wurrung People have a deep spiritual connection to the land and waterways, and a unique ability to care for Country.

Kulin Nation refers to an alliance of five tribes (language groups) who live across a geographical area which encompasses Melbourne and its outer regions. Their collective territory extends around Port Phillip and Western Port bays, 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)
- Woi Wurrung (Woy-wur-rung), commonly known as Wurundjeri

These language groups were connected through shared moieties (where everything is split in half but must come together to form a whole), Bunjil (wedge-tailed eagle) and Waa (crow). Bunjil is the creator spirit and Waa the protector of the waterways.

The Wurundjeri Woi Wurrung People take their name from the Woi Wurrung language word 'wurun' meaning the Manna Gum (eucalyptus viminalis) which is common along 'Birrarrung' (the Yarra River), and Djeri the grub, which is found in or near the tree.

The Traditional Country of the Wurundjeri Woi Wurrung People is defined by natural and environmental features, most significantly by water. The direction of the water flow provides a clear indication of the shape of Country and reflects the cultural understanding of the Wurundjeri Woi Wurrung People as the 'people of the Birrarung' (Yarra River). The Birrarung and the waters flowing into it form the Traditional Country of the Wurundjeri Woi Wurrung People.

European settlers began arriving in the area in the 1830s and used the land for grazing cattle. The original Ringwood village emerged in the mid to late 19th century, following the sale of land and the 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. It was later renamed Oxford Road, and finally given its current name Mount Dandenong Road. The area gradually became more widely known as it was used by bullock teams heading for the gold fields in Woods Point and the Great Dividing Range.

In 1861 the railway line from Melbourne was extended eastward towards Lilydale, reaching Ringwood and Croydon in December 1882. This prompted the development of township facilities, including local churches, banks, and schools to accommodate the growing population. The railway line to Ferntree Gully followed soon afterwards.

The Borough of Ringwood was proclaimed in 1924, coinciding with the electrification of the railway line, which encouraged township development and subdivision. Electric trains were in service between Ringwood and Croydon in 1924 and were extended to Lilydale in 1925.

Originally, Croydon was part of the Shire of Lilydale's South-West Riding. Unlike some neighbouring towns, it was not planned by the Department of Crown Lands and Survey but eventuated from private subdivision of crown land in the Parishes of Warrantdyte, Mooroolbark, and Ringwood. Due to its population density, the severance of Croydon from the Lilydale Shire was requested in 1957. The Shire of Croydon was subsequently declared in 1961.

Considerable suburban expansion during the post-war period led to the declaration of the City of Ringwood in 1960. Eastland was established in 1967 as a major retail centre. In 1971, the City of Croydon was declared, reflecting increased residential development and population growth in the area.

Maroondah City Council was formed on 15 December 1994 by the amalgamation of the former Cities of Croydon and Ringwood, along with parts of the former Shire of Lilydale and the former City of Doncaster and Templestowe.

# Our Council

The *Local Government Act 2020* defines the role of a Council as to: “provide good governance in its municipal district for the benefit and wellbeing of the municipal community”.

When performing its role, a Council must give consideration to key principles regarding governance, community engagement, public transparency, strategic planning, financial management and service performance.

## Our role

There are five key activities that Maroondah City Council undertakes to fulfil its role under the *Local Government Act 2020*.



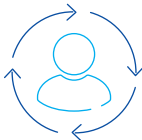
### Plan

Council works with the community to ensure the needs of the Maroondah community are anticipated and met, now and into the future.



### Deliver

Council directly delivers services, programs, infrastructure and facilities across Maroondah to meet community needs.



### Facilitate

Council encourages and enables the development and implementation of initiatives and opportunities that support the Maroondah community.



### Partner

Council works collaboratively with residents, community groups and organisations, stakeholders, other Councils and other levels of government to achieve desired outcomes and build community capacity.



### Advocate

Council represents the needs and interests of the Maroondah community to industry, peak bodies and associations, and other levels of government.

## Our core services

Maroondah City Council provides more than 120 different services to the community. These services include: business support; children and youth services; community health; community planning and development; drainage; immunisation; infrastructure maintenance and renewal; leisure and sporting facilities; local laws; maternal and child health; parks and reserves; planning and building; positive ageing; roads and footpaths; and waste and recycling.

## Rates at work

The diagram below shows how every \$100 spent by Council is allocated across the services delivered to the Maroondah community.



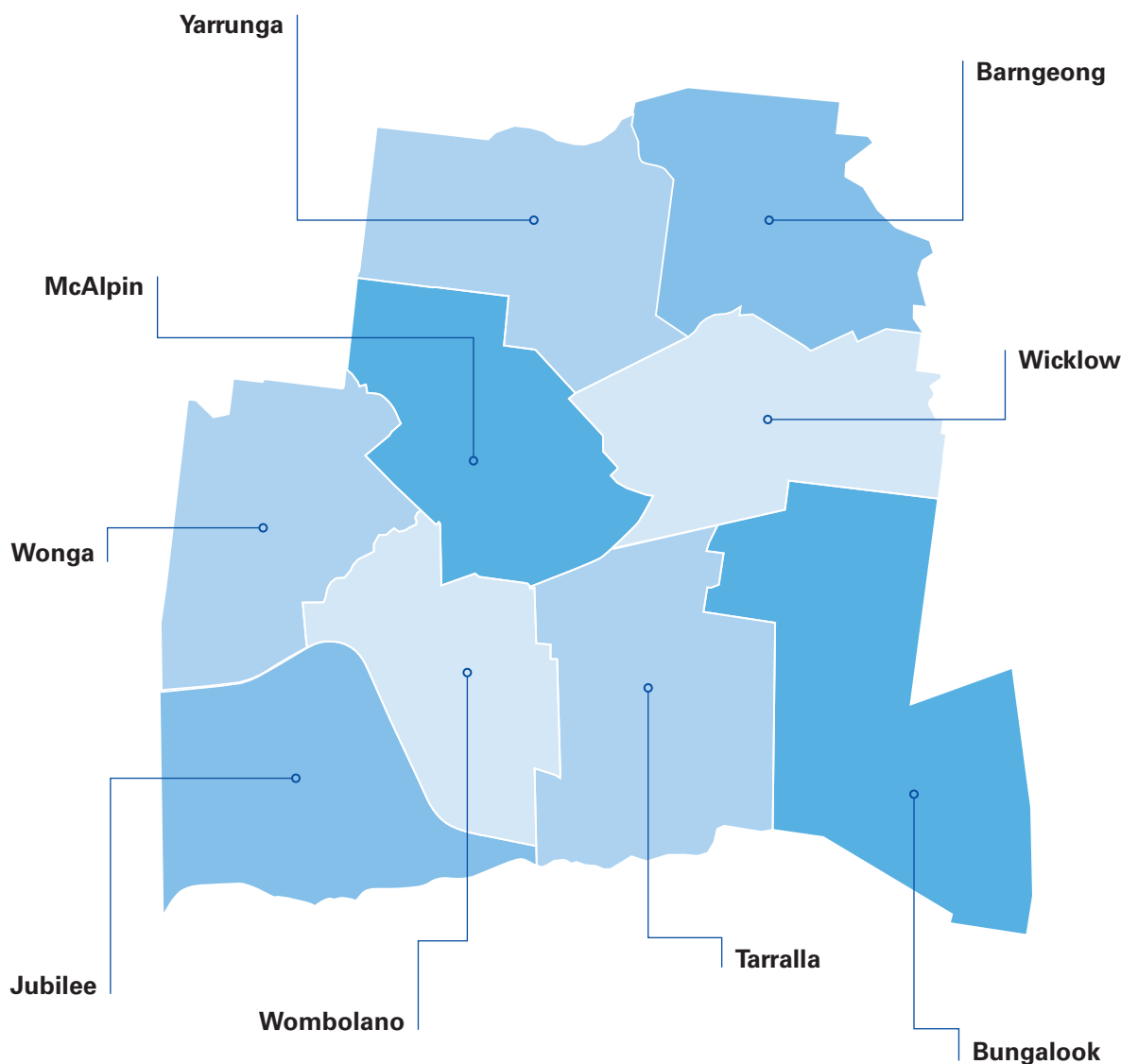
## Our Councillors and wards

The City of Maroondah has nine wards: Barnggeong, 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.

Under section 28 of the *Local Government Act 2020*, the role of a Councillor is to:

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



### Barngeong Ward



**Cr Chris Jones**  
0418 109 015  
chris.jones@  
maroondah.vic.gov.au

### Bungalook Ward



**Cr Catherine Gordon**  
0447 538 636  
catherine.gordon@  
maroondah.vic.gov.au

### Jubilee Ward



**Cr Claire Rex**  
0476 010 752  
claire.rex@  
maroondah.vic.gov.au

### McAlpin Ward



**Cr Nate Henderson**  
0437 969 722  
nathaniel.henderson@  
maroondah.vic.gov.au

### Tarralla Ward



**Cr Paul Macdonald**  
**Deputy Mayor**  
0436 001 760  
paul.macdonald@  
maroondah.vic.gov.au

### Wicklow Ward



**Cr Daniella Heatherich**  
0438 482 813  
daniella.heatherich@  
maroondah.vic.gov.au

### Wombolano Ward



**Cr Kylie Spears**  
0436 003 660  
kylie.spears@  
maroondah.vic.gov.au

### Wonga Ward



**Cr Linda Hancock**  
**Mayor**  
0473 194 871  
linda.hancock@  
maroondah.vic.gov.au

### Yarrunga Ward



**Cr Rob Steane OAM**  
0407 519 986  
rob.steane@  
maroondah.vic.gov.au

## Council meetings

At Council meetings, Councillors make decisions on policy and local issues to ensure the efficient delivery of services within Maroondah.

Council typically meets on the third Monday of each month (except January). Meeting dates may be subject to change with a schedule available on Council's website.

Meetings are streamed live on Council's website and are open to the public.

## Councillor representation

Maroondah City Council is a member of, or participates in, a range of external committees at the local, regional and sector levels. Councillors are appointed as Council delegates to these committees, with committee representation reviewed on an annual basis.

External committee	Council representatives
Eastern Region Group of Councils	Mayor of the Day, Cr Spears and Chief Executive Officer Substitute representative, Cr Macdonald
Eastern Alliance for Greenhouse Action	Cr Jones Substitute representative, Cr Macdonald
Your Library Limited	Cr Hancock and Cr Spears Substitute representative, Cr Rex
METEC (Metropolitan Training Education Centre Inc.)	Cr Henderson Substitute representative, Cr Rex
Municipal Association of Victoria State Council	Cr Spears Substitute representative, Cr Jones

### Eastern Region Group of Councils

Council actively collaborates with local government peak bodies, industry groups, issue-based groups and regionally to improve community outcomes.

As a member of the Eastern Region Group of Councils (ERG), we can amplify our Council's voice and impact, be more efficient and effective, and improve community access to infrastructure and services across the region.

We participate fully in priority projects to address the common challenges detailed in the ERG Strategic Plan.

We are committed to working with ERG members to undertake the foundational work required to develop opportunities for shared services, joint procurement and the shared use of community infrastructure.

## Council advisory committees

Council has several committees aimed at building partnerships that enhance arts and culture, local businesses, community wellbeing, natural environment, and liveability and inclusion in Maroondah. These committees comprise current Councillors, community representatives and Council officers. Community representatives are appointed through a public expression of interest process.

These committees are advisory in nature and not decision-making bodies. They provide advice and input on a wide range of in-depth issues to inform delivery of strategies, services, advocacy, programs and projects.

Council advisory committee	Council representatives
Maroondah Arts Advisory Committee	Cr Henderson, Cr Macdonald and Cr Spears
Maroondah Audit and Risk Committee	Mayor of the Day and Cr Jones Substitute representative, Cr Macdonald
Maroondah Business Advisory Committee	Cr Jones, Cr Spears and Cr Steane OAM
Maroondah Community Health and Wellbeing Committee	Cr Gordon, Cr Hancock and Cr Heatherich
Maroondah Disability Advisory Committee	Cr Gordon, Cr Hancock and Cr Henderson
Maroondah Environment Advisory Committee	Cr Jones, Cr Macdonald and Cr Rex
Maroondah Liveability, Safety and Amenity Committee	Cr Heatherich, Cr Rex and Cr Steane OAM



## The Council organisation

Maroondah City Council is led by the Chief Executive Officer and four Directors, who form the Corporate Management Team.

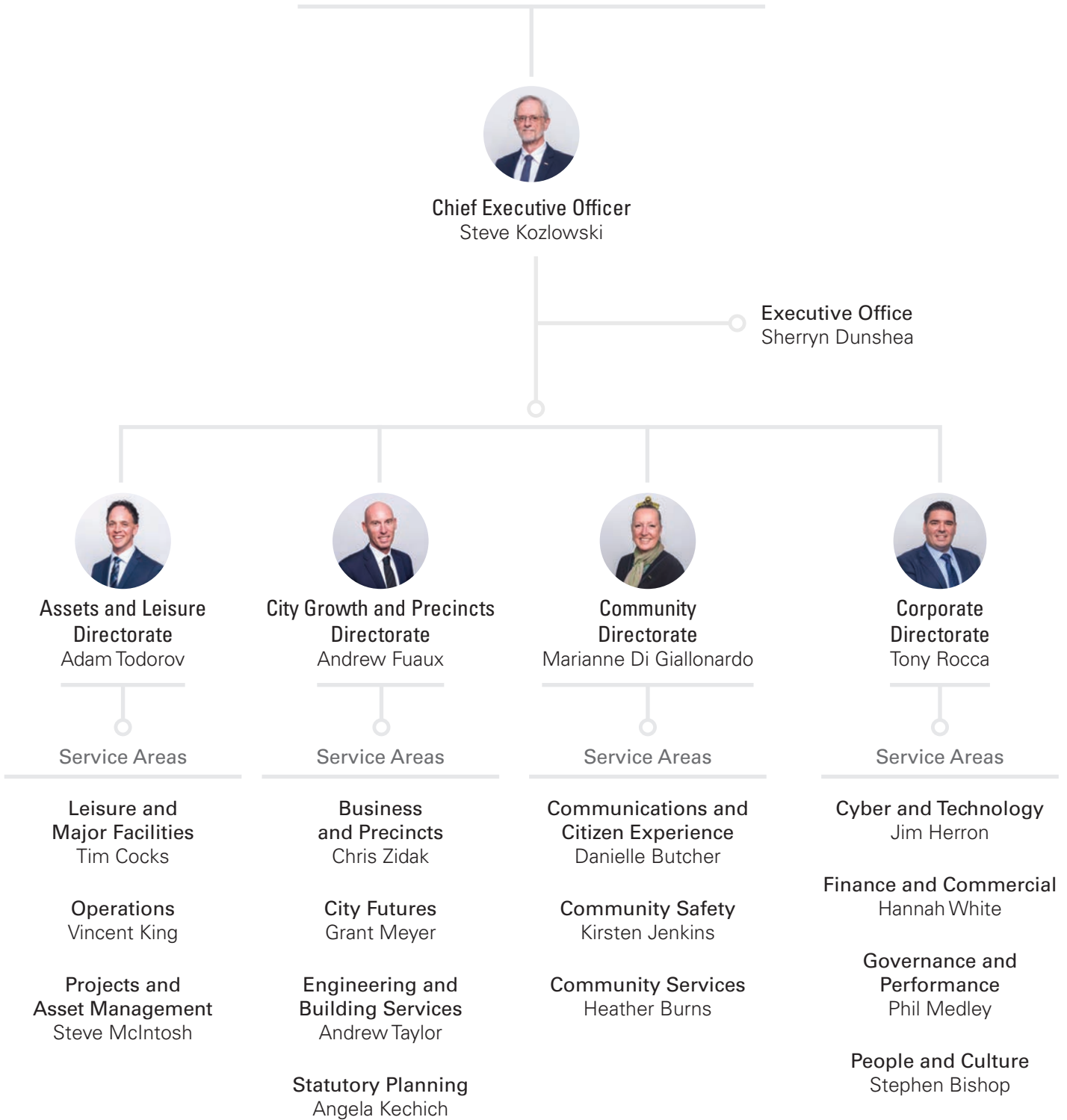
The Corporate Management Team is supported by the Executive Office, Service Area Managers and employees with specialist skills to develop, implement, manage and deliver the operational, service and administrative activities required to meet the needs and expectations of the community.

*Realm in Ringwood has direct pedestrian access from Ringwood Station.*



# Council’s organisational structure

The following organisation chart details the structure of Maroondah City Council at 30 June 2026



## Council's mission, enablers and values

At Maroondah City Council, we are all working towards the Maroondah 2050 Community Vision – delivering on community aspirations, and enhancing the municipality as a great place to live, work, play and visit.

- Our **mission statement** defines our purpose.
- Our key **enablers** describe how we will work towards our mission and the Maroondah 2050 Community Vision.
- Our **values** guide the behaviour of employees across the organisation.

### Our mission

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

### Our enablers

- We are **people** who are adaptable, capable, positive and engaged.
- In delivering **services**, we are people focused, proactive, integrated and responsive.
- In our **approach** to our roles, we are collaborative, strategic, sustainable and best practice.

### Our values

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

## How Council plans for the future

Council uses an Integrated Planning and Reporting Framework to strategically connect the long-term aspirations, priorities and needs of the Maroondah community with the long, medium, and short-term strategies, plans, policies and resources of Council.

The Framework ensures alignment between Council's planning, service delivery and performance monitoring and reporting activities. It also enables our organisation, community and partners to adapt and prioritise initiatives, activities and actions in response to community needs and legislative changes as they occur over time.

# Integrated Planning and Reporting Framework



## Vision, strategy and policy

### Community Vision

The Community Vision is developed in partnership with the Maroondah community and describes long-term aspirations for the future of Maroondah.

The Maroondah 2050 Community Vision identifies five future outcome areas that set the priorities for Council and the community to work towards together.

The Community Vision is formally adopted by Council in accordance with requirements of the *Local Government Act 2020* and reviewed each Council term.

### Council Plan

The Council Plan is Council's medium-term strategy that describes the objectives, strategies, initiatives, services, and performance indicators of Council used to work towards the Community Vision.

The *Council Plan 2025-2029* is structured around the five outcome areas of the Maroondah 2050 Community Vision and describes how Council will work towards realising the community's vision.

The Maroondah community participates in developing the Council Plan to ensure it reflects the community's needs and priorities for Maroondah.

The Council Plan is formally adopted by Council in accordance with requirements of the *Local Government Act 2020* and reviewed annually.

### Other strategies, plans and policies

Council has a broad range of strategies, policies and plans – both legislated and Council initiated – that significantly influence Council planning and service delivery and contribute to working towards realising the Maroondah 2050 Community Vision.

Some of these major plans 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* also includes strategic directions on how Maroondah is expected to change through the implementation of the planning scheme.
- *Municipal Public Health and Wellbeing Plan* – provides directions and guidelines for improving the health and wellbeing of the Maroondah community. In Maroondah, this Plan is incorporated within the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*.

Community engagement is undertaken by Council to inform the development of many strategies, plans and policies. Current engagement activities are available on Council's website.

All community-focused strategies, plans and policies formally adopted by Council can be accessed via Council's website at [www.maroondah.vic.gov.au](http://www.maroondah.vic.gov.au)

## Resource allocation and management

### **Financial Plan**

The Financial Plan defines the strategic planning and decision-making process for Council's future financial resource allocation. It describes the financial resources required to implement the Council Plan and other Council strategies and plans over a rolling 10-year period.

The Financial Plan is formally adopted by Council in accordance with the requirements of the *Local Government Act 2020* and reviewed annually.

### **Asset Plan**

The Asset Plan defines the strategic planning and decision-making process for Council's future asset resource allocation. It provides information about maintenance, renewal, acquisition, expansion, upgrade, disposal, and decommissioning of assets under the control of Council over a 10-year period.

The Asset Plan is formally adopted by Council in accordance with the requirements of the *Local Government Act 2020* and reviewed each Council term.

### **Budget**

The Budget outlines the financial and non-financial resources required by Council to implement the key directions and priority actions identified in the Council Plan.

The Budget is formally adopted by Council in accordance with the requirements of the *Local Government Act 2020* and reviewed annually.

### **Revenue and Rating Plan**

The Revenue and Rating Plan establishes the revenue raising framework within which Council proposes to work. The Plan determines the most appropriate and affordable revenue and rating approach for Council, which combined with other income sources, will adequately finance the objectives of the Council Plan.

The Revenue and Rating Plan is formally adopted by Council in accordance with the requirements of the *Local Government Act 2020* and reviewed each Council term.

### **Workforce Plan**

The Workforce Plan identifies the organisational demand for human resources, and the requisite skills that are required for a period of at least four years. It also sets out measures relating to gender equality, diversity, and inclusiveness in accordance with the *Local Government Act 2020*.



## Delivery and ongoing planning

To work towards realising the Maroondah 2050 Community Vision, detailed service delivery plans are developed for each of Council's service areas. These plans outline the services, priorities, actions and resources of each service area over a four-year period. Service delivery plans are reviewed annually to ensure they continue to meet community priorities, needs and expectations.

Longer-term financial, asset and capital works planning is also undertaken by Council to ensure sufficient and appropriate financial and non-financial resources are in place to meet the current and future needs of the Maroondah community.

In addition, Council periodically develops and reviews other relevant strategies, plans and policies to guide its work.

## Performance monitoring, reporting and accountability

Council undertakes a range of monthly, quarterly and annual reporting processes to monitor progress and performance, manage resources, and identify opportunities for continuous improvement. Reports are available on Council's website and include the biennial State of Maroondah Report, the Annual Report, and Our Achievements Report.

## Community engagement

Community engagement plays an important role in Council's Integrated Planning and Reporting Framework.

Community engagement involves the Maroondah community in Council's decision-making processes, enables Council to make informed decisions, and fosters greater understanding between Council and the community.

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*.

Council is committed to engaging with the Maroondah community in a meaningful, accountable, responsive and equitable way. Our community and key 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.

The Community Engagement Policy 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.



*Community engagement at Cafe Consult, Maroondah Festival.*

# Developing the Council Plan

In August 2022, Maroondah City Council commenced the process of creating a new Maroondah 2050 Community Vision, which informed development of the *Council Plan 2025-2029*. This process has taken place over a number of stages.

## 1 Where are we now?

### August to November 2022

For the past 10 years, the *Maroondah 2040 – Our future together* Community Vision has provided a roadmap for Council, the community, local organisations and other levels of government to work in partnership to enhance Maroondah as a great place to live, work, play and visit – now and into the future.

The biennial State of Maroondah Report highlighted the many and diverse activities undertaken by Council and the community in working collectively towards the future outcomes of the Maroondah 2040 Community Vision, as well as progress made against the community indicators of progress.

## 3 Community values, aspirations and priorities

### August 2023 to June 2024

Over a period of 10 months from August 2023, Council undertook an extensive community and stakeholder engagement process to give all Maroondah community members an opportunity to share their thoughts, aspirations and ideas for the municipality's future. Engagement included surveys, workshops, pop-up events and online activities with the broader Maroondah community, along with feedback from Council advisory committees, and harder-to-reach and under-represented community members and groups. These activities resulted in more than 9800 contributions.

## 2 Emerging trends, opportunities and challenges

### December 2022 to August 2023

Council engaged independent consultants to undertake research exploring trends, opportunities and challenges for the City of Maroondah over the medium to longer term. This research covered the topics of: people and wellbeing, housing and neighbourhoods, economy and education, transport, and the environment.

## 4 Maroondah 2050 Community Panel

### February to May 2024

After expressing their interest to be part of the Maroondah Community Panel, 34 demographically representative community members volunteered their time to make recommendations regarding the Maroondah 2050 Community Vision, *Council Plan 2025-2029*, and Council's 10-year financial and asset plans.

Over five sessions, the panel provided their thoughts and feedback on a future community vision for Maroondah, identified key areas of focus, and discussed the priority activities that needed to be undertaken to achieve the vision.

## 5 Public exhibition and adoption

### April to June 2025

From mid-April to mid-May 2025 the draft *Council Plan 2025-2029* was placed on public exhibition to seek further feedback from the Maroondah community.

Following the public exhibition period, the draft *Council Plan 2025-2029* was considered for adoption by Council at its meeting on 30 June 2025.

## Emerging trends, opportunities and challenges

### People and wellbeing

Maroondah's population is growing and becoming more culturally diverse. Like the rest of Australia, our population is also ageing. Council will continue to focus on improving the physical and mental health and wellbeing of the Maroondah community, as well as creating opportunities for social connection and inclusion.

### Housing and neighbourhoods

As the Maroondah population changes and household sizes reduce, a more diverse range of housing options will be required. Cost of living pressures, combined with growing mortgage and rental stress, are creating a growing need for more affordable housing options. These challenges, along with the impacts of climate change and the need to improve physical and mental health outcomes, reinforce the need for local neighbourhoods that are green, walkable, and connected to local services and employment opportunities.

### Transport

No matter where we live, it is important that everyone has good transport choices available – quality walking paths, cycling routes, public transport options and shared transport services. A well-connected, local, reliable and accessible active transport network will enable everyone to move around more affordably, safely and easily on their own. In addition, switching to low and zero emission ways of moving will help make our homes, businesses, neighbourhoods and communities more resilient, sustainable and productive.

### Environment

The impacts of climate change are becoming more evident in every aspect of life. A focus on energy efficiency, decarbonisation, green infrastructure, and the circular economy are crucial for reducing emissions, protecting the natural environment, increasing biodiversity, and building climate resilience, as well as enhancing the health, wellbeing and quality of life of the Maroondah community. Protecting and enhancing Maroondah's tree canopy and habitat connectivity is also critical.

### Economy and education

Maroondah's working age population has a mix of skills in trades and higher education. The healthcare and social assistance sector is the largest employer in Maroondah. Manufacturing, although declining, will remain a key sector. Fundamental changes arising from the COVID-19 pandemic, technological advancement and the need for a sustainable 'clean' economy are driving significant industry and employment changes. Localisation of employment opportunities and responsive skill development are priorities to meet business and labour force needs.



# Engaging the community

## How Council engaged with the Maroondah community

### Promotional



Signage at shops, Council facilities, and open spaces across Maroondah



Digital displays in Ringwood Town Square and Council service centres



Over 2000 postcards distributed



Social media posts across a range of Council channels

### Publications and e-News



Your Say Maroondah website and e-newsletter updates



Four Maroondah news articles and six eNews articles



Direct emails to over 1000 registered Your Say Maroondah recipients

### Pop-ups



Neighbourhood engagement in each of Maroondah's nine wards

14 Council events and programs

Activation on the ground floor at Realm

Activities for Council employees at Realm and the Operations Centre

### Group workshops

MAROONDAH COMMUNITY PANEL

5

COUNCIL ADVISORY COMMITTEES

7

LOCAL COMMUNITY LEADERS/GROUPS

14

2

COUNCIL EMPLOYEES

### Community responses from those engaged

9805

TOTAL RESPONSES

5151

VOTES AT COMMUNITY AND EMPLOYEE POP-UP EVENTS

891

RESPONSES FROM HARDER-TO-REACH AND UNDER-REPRESENTED COMMUNITY MEMBERS/GROUPS

519

VISION BOARD CONTRIBUTIONS AT COMMUNITY AND EMPLOYEE POP-UP EVENTS

448

SURVEYS COMPLETED

339

PARTICIPANTS IN WORKSHOP ACTIVITIES

106

RESPONSES TO THE ONLINE IDEAS BOARD AND QUICK POLL ACTIVITIES

34

PARTICIPANTS INVOLVED IN THE MAROONDAH COMMUNITY PANEL

### Targeted engagement



Targeted engagement for harder-to-reach and under-represented community members and groups

## What the community told us



### A healthy, inclusive and connected community



### A safe and liveable community

<p><b>Values</b></p> <p>The things our community thinks makes Maroondah great include ...</p>	<p>A friendly, welcoming, inclusive and family-oriented community.</p> <p>Local friends and neighbours.</p> <p>Sense of community and belonging.</p> <p>Increasing diversity.</p> <p>Variety of activities, services, programs and events available.</p>	<p>Location of Maroondah, and the accessibility it affords to other parts of Melbourne.</p> <p>Sense of space with abundant (green) open space and larger block sizes.</p> <p>Quiet, peaceful and safe locale.</p> <p>Amenities, infrastructure and services that enable most needs to be met locally.</p>
<p><b>Aspirations</b></p> <p>When thinking about their future Maroondah our community used words such as ...</p>	<p>Connected, inclusive, accessible, affordable, healthy, friendly, welcoming, caring, supportive, diverse, respectful.</p>	<p>Liveable, accessible, connected, safe, clean.</p>
<p><b>Priorities</b></p> <p>In working towards their aspirations for the future, our community would like to see a high priority placed on ...</p>	<p>Community support, particularly for: vulnerable residents, people with a disability (and their carers), First Peoples, culturally and linguistically diverse communities, families, young people and older people.</p> <p>Creating inclusive, welcoming and accessible places, spaces and opportunities for people to socially connect.</p> <p>Building a stronger sense of community and belonging.</p> <p>Continuing to embrace and celebrate diversity.</p> <p>Promoting health and wellbeing.</p>	<p>Providing community facilities and spaces that are well maintained, multi-use, and which facilitate community gathering and social connections.</p> <p>Enhancing all transport modes.</p> <p>Greater diversity of housing.</p> <p>Ensuring suitable and sustainable development within Maroondah.</p> <p>Revitalising local neighbourhood centres.</p>
<p><b>Maroondah Community Panel</b></p> <p>The Maroondah Community Panel identified the following areas of focus for Maroondah ...</p>	<p><b>Community and social connection, along with health and wellbeing</b></p> <p>A future Maroondah where no one is left behind. To enable this there should be a focus on creating inclusive, welcoming and accessible opportunities for participation; celebrating all cultures, groups and uniqueness; equitable access to health and wellbeing services; and ensuring support is available for residents experiencing vulnerability.</p>	<p><b>Housing and transport</b></p> <p>A diverse range of housing that is physically and financially accessible, with design that adds to the character of Maroondah; as well as a transport network that is timely, connected and enables choice between transport modes.</p>



## A green and sustainable community

Natural environment and landscapes.  
Trees, parks, reserves, trails and green open spaces.  
Green, leafy feel.  
Wildlife, flora and fauna.

Green, sustainable, nature.

Protecting and enhancing Maroondah's natural environment, including native and indigenous flora and fauna.  
Improving sustainability, including investment in sustainable energy sources, sustainability education programs and initiatives, enhancing existing waste management practices, promoting sustainable transport, and ensuring that future developments are sustainably designed and built.  
Building climate resilience.

### **Sustainability**

Building climate resilience, reducing emissions, creating a circular economy, and preserving and enhancing green spaces, waterways and habitat corridors in Maroondah.



## A vibrant and prosperous community

Arts and cultural places, spaces and experiences.  
Activity centres (Ringwood and Croydon).  
Local neighbourhood centres.  
Local businesses.  
Local employment opportunities.

Culturally rich, vibrant, prosperous, thriving.

Promoting arts and culture in Maroondah.  
Supporting local businesses.  
Attracting new businesses and investment to Maroondah.  
Enhancing employment opportunities available within Maroondah.

### **Business and economic sustainability**

More people having the opportunity to live and work locally.  
Continue to build a strong, thriving and socially responsible local economy, and a focus on innovation and support for alternative employment and business options.



## A well governed and empowered community

Open, progressive and a well governed Council.  
Services, programs and events provided by Council.  
Community facilities and infrastructure provided by Council.  
Council's communication and engagement with the community.  
Council's advocacy on behalf of the community.

Open, progressive, responsive.

Governing Maroondah ethically, transparently and efficiently.  
Delivery of Council programs and services.  
Continuing to promote and run community events.  
Continuing to effectively engage with the Maroondah community.  
Continuing to collaborate and partner with the local community, organisations and businesses.  
Leading by example and championing local needs.  
Strategically planning for the future.

### **Good governance, accountable, collaborative, responsive and innovative.**

The words above are the principles identified by the Maroondah Community Panel for how they would like Council to operate.

# Maroondah 2050 Community Vision

*Maroondah 2050 – Our future together* describes our community's aspirations for the future of Maroondah, looking ahead to the year 2050.

It is a vision unique to Maroondah. It speaks to:

- the way our community wants to feel – safe and included,
- how they want the municipality to be – vibrant and green, and
- what they want to strive for – a prosperous and sustainable future for all.

Maroondah is a safe, inclusive and vibrant community, striving for a green, prosperous and sustainable future for all.

## Future outcomes we are working towards

To bring the Maroondah 2050 Community Vision to life, and focus the work of Council, five outcome areas have been identified.

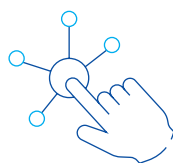


## Guiding principles

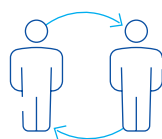
In delivering on the outcome areas the following guiding principles were identified by the Maroondah Community Panel to shape the services, functions and activities of Council.



Affordable



Accessible



Inclusive



Liveable



Sustainable

# How to read the Council Plan

The Maroondah 2050 Community Vision sets the strategic pathway for Council and the community to work toward into the future.

The *Council Plan 2025-2029* takes its direction from *Maroondah 2050 – Our future together*. It is structured around the five Maroondah 2050 Community Vision future outcome areas and links the community's aspirations and priorities for Maroondah, to the work of Council.

For each of the five outcome areas, there is:

- **Our community's aspiration:** a statement describing our community's hopes for an outcome area.
- **Our goals and key directions:** the key policy areas and strategies of Council for an outcome area.
- **Our supporting strategies, plans and policies:** Council strategies, policies and plans that will support work in an outcome area.
- **Our priority actions:** major initiatives that Council will undertake over the four-year period from 2025/26 to 2028/29 in working towards an outcome area.
- **Our services:** core services that Council provides to the Maroondah community in an outcome area.
- **Our strategic indicators:** the indicators that Council will use to monitor progress for an outcome area.

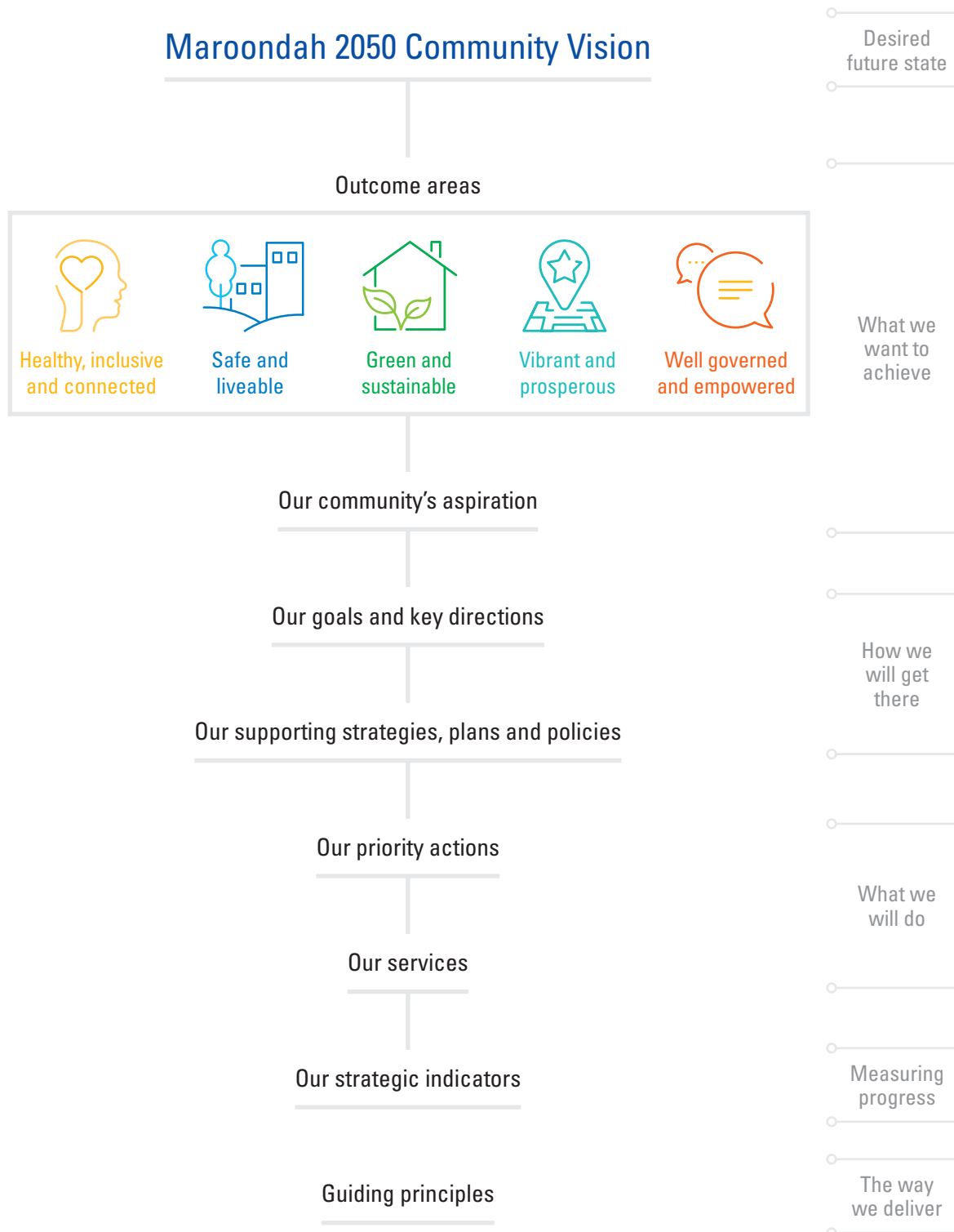
There are two types of indicators:

- **Community profile indicators:** describe and monitor the state of the Maroondah municipality and/or community as a whole for an outcome area.
- **Council performance indicators:** measure and monitor the performance of Maroondah City Council in delivering services that are aligned to an outcome area.

# 2050

MAROONDAH – OUR FUTURE TOGETHER

## Maroondah 2050 Community Vision





# A healthy, inclusive and connected community

## Our community's aspiration

Everyone in Maroondah feels valued, welcome and respected, and has opportunities to thrive regardless of their background, identity, or circumstances. Community members experiencing vulnerability, marginalisation, or disadvantage have access to the support they need. Opportunities for social connection and to enhance health and wellbeing are encouraged.



## Our goals and key directions

### To enhance the health, wellbeing and resilience of the Maroondah community, we will:

- 1.1 Provide inclusive and accessible leisure and sporting facilities and programs for undertaking physical activity. ■
- 1.2 Enhance local parks, reserves, paths and trails to provide further opportunities for active and passive recreation. ■ ■ ■
- 1.3 Advocate for accessible and appropriately located health and wellbeing services and facilities within Maroondah. ■ ■
- 1.4 Provide inclusive and accessible programs, services and initiatives that promote wellbeing, build resilience, and reduce vulnerability. ■ ■
- 1.5 Provide programs, services and initiatives that protect, improve and promote public health. ■

### To work towards an inclusive Maroondah, we will:

- 1.6 Promote equity, respect and understanding to foster an inclusive community where everyone is welcome and valued. ■
- 1.7 Ensure equity and inclusion principles are considered in the provision of services, programs, and events. ■
- 1.8 Partner to support the needs of people in Maroondah who experience vulnerability, marginalisation or disadvantage. ■
- 1.9 Partner with the First Peoples of Maroondah, the Wurundjeri Woi Wurrung People of the Kulin Nation, to acknowledge, celebrate and engage with their heritage, culture and communities. ■ ■ ■
- 1.10 Partner to advocate for the needs of, and greater opportunities for, Maroondah's First Peoples. ■ ■
- 1.11 Advocate and facilitate increased provision of safe and secure social and affordable housing in Maroondah. ■ ■
- 1.12 Facilitate the provision of lifelong learning opportunities for all people in Maroondah. ■ ■

### To work towards a socially connected Maroondah, we will:















- 1.13 Provide inclusive and accessible places and spaces in the built and natural environments for community gathering and social connection. ■ ■ ■
- 1.14 Provide inclusive and welcoming programs, initiatives, events and experiences that create opportunities for social interaction and connection. ■ ■
- 1.15 Support community groups, clubs and organisations as providers of opportunities for belonging, connection and participation. ■ ■ ■
- 1.16 Encourage and support volunteering across Maroondah to promote social inclusion, involvement in community life, and education and employment pathways. ■ ■ ■

Some key directions work towards more than one outcome area. The relevant outcome areas are identified by a coloured square next to each key direction as per the legend below:

- A healthy, inclusive and connected community
- A safe and liveable community
- A green and sustainable community
- A vibrant and prosperous community
- A well governed and empowered community

*Left: Movement and Postive Ageing Expo.*

## Our priority actions

	2025/26	2026/27	2027/28	2028/29
Determine Council's role in positive ageing and support for Maroondah's older people.				
Develop, implement and embed Council's positive ageing service model.				
Review, update and implement the <i>Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031</i> (including the Health and Wellbeing Action Plan). <sup>^</sup>				
Develop and implement Council's Reconciliation Plan.				
Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct.				
Work in partnership with a broad range of service providers and community organisations and groups to develop and deliver services, activities and experiences in the Croydon Community Wellbeing Precinct.				
Work in partnership with the Victorian Government to support the construction of a new hospital in Maroondah to ensure the location and construction maximises community benefit.				
Plan and design the redevelopment of The Rings and Ringwood Golf (subject to funding).				
Design and construct the Quambee Reserve tennis redevelopment.				
Work in partnership to support the Victorian Government kindergarten reforms, including advocating for funding at all levels of government for new and redeveloped facilities that optimise the capability and capacity of kindergarten assets for free three- and four-year-old kindergarten services in Maroondah.				
Design and construct the Croydon North Early Learning Centre (subject to funding).				

<sup>^</sup> Action incorporates the *Municipal Public Health and Wellbeing Plan* as required under the *Public Health and Wellbeing Act 2008*

 Review	 Plan	 Develop	 Implement	 Activate
 Update	 Design	 Construct	 Transition	 Advocate
 Trial	 Investigate	 Facilitate	 Partner	 Engage

## Our strategic indicators

Indicator	Target/desired trend
<b>Community profile indicators</b>	
Residents reporting their health as very good or excellent <sup>1</sup>	↑
Residents reporting their satisfaction with life as high or very high <sup>1</sup>	↑
Residents with a long-term health condition <sup>2</sup>	↓
Residents reporting high or very high levels of psychological distress <sup>1</sup>	↓
Residents who believe multiculturalism makes life better <sup>1</sup>	↑
Residents who have experienced discrimination/been treated unfairly <sup>1</sup>	↓
Residents worried about running out of money to buy food <sup>1</sup>	↓
Private rental properties that are affordable <sup>3</sup>	↑
Residents who feel connected within the community <sup>1</sup>	↑
Residents experiencing loneliness <sup>1</sup>	↓
Residents who volunteer <sup>2</sup>	↑
<b>Council performance indicators</b>	
Aquatic facility attendance <sup>4</sup>	↑
Maternal and Child Health service participation <sup>4</sup>	↑
Enhanced Maternal and Child Health Program assistance <sup>4</sup>	Maintain
Youth programs and services attendance <sup>4</sup>	Maintain
Delivered meals <sup>4</sup>	Maintain
Library membership <sup>5</sup>	↑
Community grants and assistance funding <sup>4</sup>	Maintain
Community satisfaction with:	
• Recreational facilities <sup>6</sup>	↑
• Family support services <sup>6</sup>	↑
• Elderly support services <sup>6</sup>	↑
• Disadvantaged support services <sup>6</sup>	↑
• Libraries <sup>6</sup>	↑

### Source

<sup>1</sup> Victorian Population Health Survey

<sup>2</sup> Australian Bureau of Statistics Census of Population and Housing

<sup>3</sup> Rental Report, Department of Families, Fairness and Housing

<sup>4</sup> Internal data

<sup>5</sup> Your Library Limited data

<sup>6</sup> Local Government Community Satisfaction Survey

## Our services

### Community health

- Immunisation service
- Food safety education and compliance
- Public health education
- Public health and wellbeing regulation
- Tobacco retailer and smoke and vape free area education and compliance
- Onsite wastewater systems management

### Community wellbeing

- Community capacity building
- Community grants program
- Community houses support
- Community gardens support
- Community safety initiatives
- Croydon Community Wellbeing Precinct planning and coordination
- Disability action planning and implementation
- Disability and carer support and advocacy
- First Peoples reconciliation
- Gender equity advocacy
- Marginalised groups support and advocacy
- Mental health and wellbeing promotion
- Social connection
- Social research
- Social strategic planning and implementation (including public health and wellbeing)
- Social strategy and policy development
- Volunteering promotion

### Golf and sportsfields

- Operations and management of two golf courses
  - Ringwood Golf
  - Dorset Golf
- Sportsfield and leisure facility grounds maintenance and enhancement

### Leisure and aquatics facilities

- Operations and management of three aquatic and leisure facilities
  - Aquanation
  - Aquahub
  - Croydon Memorial Pool

These facilities offer learn to swim programs, recreational swimming and water play, health club with gym, group fitness, Reformer Pilates, and gymnastics programs.

### Libraries (managed by Your Library Limited)

- Book and resource borrowing
- Programs and activities
- Community outreach resources, activities and services
- Computer and internet access
- e-reading and podcast loans
- Laptop loans
- Genealogy programs
- Wi-Fi
- Social connection
- Dementia library resources
- Digital literacy

### Maternal and child health

- Key age and stage visits from birth to preschool
- Enhanced home visiting program
- Lactation and feeding support
- Sleep and settling outreach and early parenting day stay
- Supported playgroups, including culturally and linguistically diverse (CALD) communities
- First time parent groups
- Specialist services partnerships
- Toddler information sessions partnership
- DadsConnect groups

### Positive ageing

- Meals on Wheels
- Support for vulnerable persons
- National Disability Insurance Scheme navigation and advocacy support
- Maroondah Seniors Register
- Positive ageing planning and support
- Volunteering opportunities

### Sport, recreation, open space and events

- Community events
- Physical activity programs and events
- Sport and recreation planning
- Sporting and community facility occupancy management
- Club and sporting group support
- Open space enhancement planning

### Stadiums

- Operations and management of three stadiums
  - The Rings
  - Maroondah Nets
  - Maroondah Edge

These facilities offer cricket, basketball, netball, volleyball, pickleball, and other sports.

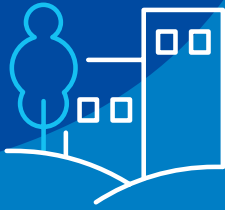
### Youth and children's services

- Child safety oversight
- Maroondah Education and Care
- Children and family community events
- Early childhood services facility management
- Kindergarten support
- Early childhood sector professional learning programs
- Young parent programs
- Outreach and support for families who have recently arrived in Australia to enrol and participate in early childhood education
- Multicultural storytime partnership
- Parenting information sessions and resources
- Youth centre provision and coordination
- Youth programs, engagement, support services and events
- Student wellbeing programs and partnerships
- Professional youth worker networks
- Positive Education, supporting student and staff wellbeing in local schools

### Our supporting strategies, plans and policies

- *Child Safety and Wellbeing Policy*
- *Children and Families Action Plan*
- *Disability Action Plan*
- *Health and Wellbeing Action Plan*
- *Maroondah Affordable and Social Housing Policy*
- *Maroondah Extreme Sports Strategy*
- *Maroondah Golf Strategy 2020-2030*
- *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 (2025 Update)*
- *Maroondah Reconciliation Action Plan*
- *Maroondah Tennis Strategy 2022-2032*
- *Melbourne East Region Sport and Recreation Fair Access Policy*
- *Melbourne East Regional Sport and Recreation Strategy 2022-2032*
- *Positive Ageing Action Plan*
- *Physical Activity Strategy 2024-2029*
- *Stadium Sports Strategy 2023*
- *Youth Action Plan*





# A safe and liveable community

## Our community's aspiration

Everyone in Maroondah feels physically and emotionally safe. Local neighbourhoods and activity centres are easy to move around. There are the housing options, amenities and services people need to live, work, learn and play locally. The unique attributes of Maroondah, and our local history and heritage, are valued and promoted.



## Our goals and key directions

### To work towards a safer Maroondah, we will:

- 2.1 Partner to deliver community safety programs, initiatives and infrastructure improvements. ■■
- 2.2 Promote and facilitate safer cultures, spaces and settings in relation to social harms. ■■
- 2.3 Advocate and partner for the prevention and early intervention of violence and abuse. ■■

### To enhance liveability in Maroondah, we will:



















- 2.4 Advocate to preserve and enhance the valued and unique attributes of Maroondah's neighbourhoods and activity centres, including the green, leafy natural environment, neighbourhood character and local history and heritage. ■■
- 2.5 Strategically plan and advocate for the future built environment needs of the Maroondah community, including housing, transport, infrastructure, facilities, land use, and open space. ■■■
- 2.6 Advocate and continue to plan for the Ringwood Metropolitan Activity Centre to be a vibrant regional destination with an active local economy, and contemporary lifestyle options set in a natural landscape which is connected through an integrated and efficient transport network. ■■■
- 2.7 Plan and advocate for the sustainable development of Croydon, Heathmont and Ringwood East activity centres, integrating diverse housing and accessible transport options, with access to local businesses, services and amenities. ■■■
- 2.8 Enhance neighbourhood centres through place-based planning to enable opportunities for local business, access to services and places for social connection. ■■■
- 2.9 Encourage urban planning, design and construction that is attractive, sustainable and enhances the connection between the built, natural and social environments. ■■■
- 2.10 Ensure safety, inclusion, accessibility and sustainable design principles are considered in the planning, development and enhancement of Council facilities, infrastructure and spaces. ■■■
- 2.11 Provide appropriately located community precincts and facilities that meet the diverse needs of our current and future community. ■■
- 2.12 Advocate for a greater diversity of appropriately located housing to meet the current and future needs of the Maroondah community. ■■■
- 2.13 Advocate and plan for integrated safe, accessible and sustainable road and public transport infrastructure to meet current and future transport needs in Maroondah. ■■■
- 2.14 Enhance pedestrian and cycling infrastructure in Maroondah to enable safe, accessible and connected active transport options. ■■

Some key directions work towards more than one outcome area. The relevant outcome areas are identified by a coloured square next to each key direction as per the legend below:

- A healthy, inclusive and connected community
- A safe and liveable community
- A green and sustainable community
- A vibrant and prosperous community
- A well governed and empowered community

*Left: Paul Street Shops, Croydon.*

## Our priority actions

Priority actions	2025/26	2026/27	2027/28	2028/29
Construct the Ringwood Activity Centre Car Park.				
Develop and implement a liveable neighbourhoods strategy.				
Work in partnership with the Victorian Government to implement the objectives of Victoria's Housing Statement for the Ringwood Metropolitan Activity Centre.				
Undertake staged enhancements of the Ringwood Metropolitan Activity Centre including Maroondah Highway Boulevard (subject to funding).				
Design and construct the Croydon Main Street Revitalisation project.				
Develop and implement masterplans for the Croydon and Ringwood East activity centres.				
Work in partnership to implement road improvement works at: <ul style="list-style-type: none"> <li>• Eastfield Road, Railway Avenue and Morinda Street, Ringwood East.</li> <li>• Holloway Road, Croydon North.</li> <li>• Glenvale Road, Ringwood North.</li> </ul>				
Implement technological advancements for car parking management within Maroondah.				
Undertake footpath construction in the Principal Pedestrian Network and progress renewal of the Mullum Mullum Creek shared trail.				
Advocate to the Australian and Victorian Governments for the provision of new and upgraded transportation infrastructure in Maroondah.				



Review



Plan



Develop



Implement



Activate



Update



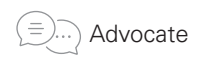
Design



Construct



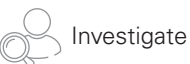
Transition



Advocate



Trial



Investigate



Facilitate



Partner



Engage

## Our strategic indicators

Indicator	Target/desired trend
<b>Community profile indicators</b>	
Offence rate <sup>1</sup>	↓
Criminal incident rate <sup>1</sup>	↓
Family incident rate <sup>1</sup>	↓
Population density <sup>2</sup>	Not applicable
Liveability rating <sup>3</sup>	↑
Average distance to closest activity centre <sup>3</sup>	↓
Dwellings within 400 metres of public open space <sup>3</sup>	↑
Dwellings that are within 200 metres of a bicycle facility and/or 400 metres of a bus stop and/or 800 metres of a train station <sup>4</sup>	↑
Resident journeys using motor vehicles <sup>5</sup>	↓
Resident journeys using sustainable transport <sup>5</sup>	↑
<b>Council performance indicators</b>	
Pavement condition index (Council owned roads and footpaths) <sup>4</sup>	6 to 8
Annual footpath construction <sup>4</sup>	Maintain
Planning applications decided within the relevant required time <sup>4</sup>	≥ 80%
Asset renewal and upgrade <sup>4</sup>	40% to 130%
Community satisfaction with:	
• Appearance of public areas <sup>6</sup>	↑
• Council's general town planning policy <sup>6</sup>	↑
• Local streets and footpaths <sup>6</sup>	↑

### Source

<sup>1</sup> Crime Statistics Agency

<sup>2</sup> .id (informed decisions)

<sup>3</sup> Australian Urban Observatory

<sup>4</sup> Internal data

<sup>5</sup> Victorian Integrated Survey of Travel and Activity (VISTA)

<sup>6</sup> Local Government Community Satisfaction Survey

## Our services

### Asset management

- Asset data management
- Asset inspections
- Asset planning
- Asset systems
- Capital Works Program coordination (facilities, roads)
- Capital Works Renewal Program development
- Road management planning
- Strategic asset management

### Asset projects and facilities

- Building access, security management and CCTV
- Capital Works Program delivery (asset component – facilities and open space)
- Design and construction management for Council's community facilities
- Regulatory/compliance inspections/assessments
- Repairs/rectification and maintenance for Council's community facilities and some open space elements

### Building services

- Building safety and regulatory compliance
- Building permits and inspections
- Building customer service and administration
- Swimming pool and spa safety registration and compliance

### Built environment

- Construction and maintenance of Council's roads, footpaths, and drainage infrastructure
- Council fleet maintenance and management
- Drain and drainage pit clearing
- Earthworks and excavations
- Graffiti removal
- Rubbish removal
- Cleansing
- Public toilet and BBQ cleaning
- Signage
- Street sweeping
- Emergency/after-hours call outs

### Development engineering and asset protection

- Council asset protection
- Infrastructure/building site inspections/compliance
- Engineering customer service and administration

### Engineering projects and drainage

- Drainage, stormwater, and flood management and strategic planning
- Engineering development plan approvals
- Capital Works Renewal Program development and delivery
- Capital Works Program coordination and delivery (engineering component)

### Local laws

- Animal education and compliance
- Parking compliance
- Prosecutions and infringements review
- Safety and amenity education and compliance
- School crossing management
- After hours service

### Statutory planning

- Statutory planning applications
- Subdivisions and certifications
- Environmental planning applications and landscape assessments
- Planning compliance
- Planning customer service and administration
- Planning and appeals attendance
- Building regulation siting and front fence report and consent applications

### Strategic planning

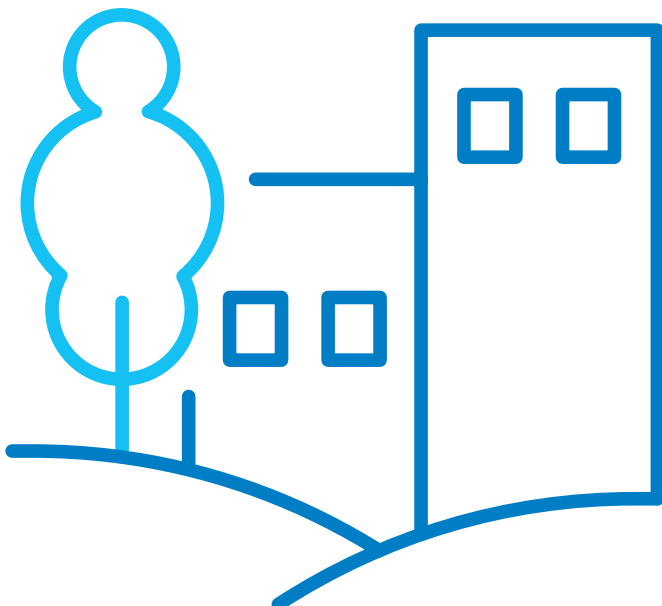
- Land use planning, including master planning and structure planning
- Maroondah Planning Scheme reviews and amendments
- Local neighbourhood planning and placemaking
- Local heritage protection and action planning

### Traffic and transport engineering

- Traffic and transportation planning
- Traffic Capital Works Program planning and coordination
- Road safety investigations
- Strategic transport improvement advocacy and project development
- Temporary traffic management application assessments

### Our supporting strategies, plans and policies

- *Asset Plan 2025 to 2035*
- *Community Local Law 2023*
- *Croydon Activity Centre Structure Plan 2025*
- *Domestic Animal Management Plan 2026-2029*
- *Environmentally Sustainable Design Policy for Council Buildings and Infrastructure*
- *Heathmont Activity Centre Structure Plan*
- *Maroondah Extended Outdoor Dining Policy*
- *Maroondah Gambling Policy*
- *Maroondah Heritage Action Plan 2021*
- *Maroondah Housing Strategy 2022 Refresh*
- *Maroondah Parking Framework*
- *Maroondah Planning Scheme (including Municipal Strategic Statement)*
- *Maroondah Public Lighting Policy*
- *Maroondah Transport Strategy 2025-2035*
- *Open Space Policy*
- *Open Space Strategy*
- *Public Toilet Policy 2024-2029*
- *Ringwood East Activity Centre Structure Plan*
- *Ringwood Metropolitan Activity Centre Masterplan*
- *Road Management Plan 2025-2029*
- *Street Activities Policy*





## A green and sustainable community

### Our community's aspiration

Maroondah's green, leafy natural environment and landscape continues to be preserved and enhanced, with biodiversity and habitat corridors progressively restored and maintained. Our community is supported to make sustainable choices and is actively working to reduce emissions and waste, as well as adapt to climate change.



## Our goals and key directions

### To enhance Maroondah's green natural environment, we will:

- 3.1 Create and foster a culture within our community that is committed to protecting and enhancing the unique features of Maroondah's landscape and natural environment. ■
- 3.2 Preserve and enhance Maroondah's parks, reserves, gardens, bushlands, street and canopy trees, vegetation, indigenous plants, creek corridors, wetlands, and waterways. ■
- 3.3 Protect, restore, enhance and maintain biodiversity, biolinks and habitat corridors. ■
- 3.4 Provide for the inclusion of trees, vegetation and green infrastructure within activity centres and the built environment. ■■

### To work towards a sustainable Maroondah, we will:

- 3.5 Provide regional and sector leadership in environmental sustainability. ■■
- 3.6 Partner to mitigate and adapt to the effects and impacts of climate change on community health and wellbeing, and the natural and built environments. ■■■■
- 3.7 Partner to educate, encourage and incentivise the community to make more sustainable choices, reduce waste, and reuse, recycle and recover resources. ■■■
- 3.8 Partner to ensure effective stormwater management and flood mitigation across Maroondah. ■■

Some key directions work towards more than one outcome area. The relevant outcome areas are identified by a coloured square next to each key direction as per the legend below:

- A healthy, inclusive and connected community
- A safe and liveable community
- A green and sustainable community
- A vibrant and prosperous community
- A well governed and empowered community

## Our priority actions

Priority actions	2025/26	2026/27	2027/28	2028/29
Work in partnership to advocate to the Victorian Government to postpone the mandatory implementation of the glass only bin service to households, in addition to expanding the Container Deposit Scheme.				
Implement Council's <i>Sustainability Strategy 2022-2031</i> , including the development of a Climate Adaptation Plan.				
Review, update and implement Council's <i>Waste, Litter and Resource Recovery Strategy 2020-2030</i> .				
Develop and implement a series of Biolink Action Plans that implement the Maroondah Habitat Connectivity Plan.				
Work in partnership to deliver the staged implementation of the Reimagining Tarralla Creek project.			STAGE 2	STAGE 3
Undertake flood mitigation works at: <ul style="list-style-type: none"> <li>• San Remo Road, Ringwood North.</li> <li>• Possum Lane, Heathmont.</li> <li>• Erica Crescent, Heathmont.</li> </ul>				
Implement Council's annual streetscape enhancement program.				



Review



Plan



Develop



Implement



Activate



Update



Design



Construct



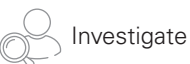
Transition



Advocate



Trial



Investigate



Facilitate



Partner



Engage

## Our strategic indicators

Indicator	Target/desired trend
<b>Community profile indicators</b>	
Total area of natural habitat <sup>1</sup>	Maintain
Tree canopy cover <sup>1</sup>	Maintain
Municipal greenhouse gas emissions <sup>2</sup>	↓
<b>Council performance indicators</b>	
Annual tree planting – bushland, street and park trees <sup>1</sup>	Maintain
Community members recording nature observations <sup>3</sup>	↑
Environmental volunteers <sup>1</sup>	Maintain
Council renewable energy usage <sup>1</sup>	Maintain
Council greenhouse gas emissions <sup>1</sup>	↓
Kerbside collection waste to landfill <sup>1</sup>	↓
Community satisfaction with:	
• Waste management <sup>4</sup>	↑
• Environmental sustainability <sup>4</sup>	↑

Source

<sup>1</sup> Internal data

<sup>2</sup> Snapshot Climate

<sup>3</sup> iNaturalistAU

<sup>4</sup> Local Government Community Satisfaction Survey

## Our services

### Bushland management

- Bushland maintenance and weed control
- Fire hazard clearance
- Flora and fauna conservation
- Friends/community group support
- Indigenous planting programs
- Path maintenance
- Regeneration in sites of biological significance
- Waterway and water sensitive urban design site maintenance
- Wetland vegetation management

### Parks and open space

- Landscaped area maintenance
- Irrigation systems
- Marveloo use and hire
- Park and roadside mowing
- Park furniture maintenance
- Play space and equipment maintenance
- Reserve fence line program
- Neighbourhood, community, and local shopping centre maintenance
- Skate and BMX facility maintenance
- Tree planting (strategic re-planting)
- Weed and litter control in parks
- Minor landscape projects for new gardens and garden refurbishment program

### Sustainability

- Carbon reduction strategic planning
- Climate change strategic planning
- Sustainability strategic planning
- Vegetation strategic planning
- Biodiversity strategic planning
- Transport strategic planning
- Eastern Alliance for Greenhouse Action (host Council)
- Environmentally Sustainable Design (ESD) guidance
- Environmental education and behavioural change initiatives and events

### Tree maintenance

- Powerline clearance management
- Storm damage remedial work
- Tree inspections
- Tree maintenance and management
- Tree planting (programmed)
- Tree data capture

### Waste management

- Residential and commercial waste services
- Waste, recycling, and food and garden organics collection
- On-call hard waste and bundled branch collection
- Public place litter bin collection
- Contract management for waste collection and sorting
- Drop-off recycling collection day coordination
- Waste education and behavioural change programs
- Waste management strategic planning

## Our supporting strategies, plans and policies

- *Climate Adaptation Plan 2026-2031*
- *Electric Line Clearance Management Plan*
- *Flood Management Plan for Maroondah City Council and Melbourne Water*
- *Maroondah Vegetation Strategy 2020-2030*
- *Mullum Mullum Creek Biolink Action Plan 2025-2035*
- *Onsite Wastewater Management Strategy 2025-2030*
- *Sustainability Strategy 2022-2031*
- *Waste, Litter and Resource Recovery Strategy 2020-2030*
- *Water Sensitive City Strategy*



Plastic Free July Discovery Day.



## A vibrant and prosperous community

### Our community's aspiration

Maroondah is a vibrant and prosperous destination. Creative precincts, placemaking and experiences make Maroondah a culturally rich place to live, work, play and visit. Our strategic location and competitive strengths facilitate economic development, and local businesses are supported to be successful and sustainable.



## Our goals and key directions

### To work towards a vibrant Maroondah, we will:

- 4.1 Facilitate vibrant places and spaces through placemaking initiatives and events, including public art and arts activations. ■■■
- 4.2 Enhance cultural precincts and venues as vibrant places where the community can connect, learn and create. ■■■
- 4.3 Facilitate and program a diverse range of arts and cultural initiatives and experiences through engagement with the local creative sector. ■■

### To work towards a prosperous Maroondah, we will:

- 4.4 Promote the competitive strengths of Maroondah, and build strong partnerships, to facilitate economic development and investment attraction in the outer eastern region. ■■
- 4.5 Leverage the strategic location and unique roles of the Ringwood Metropolitan Activity Centre, the Croydon Activity Centre and the Bayswater Business Precinct as significant contributors to local and regional economic growth and employment opportunities. ■■
- 4.6 Enhance the accessibility and amenity of neighbourhood centres and commercial and industrial precincts across Maroondah to facilitate thriving local and regional businesses with diverse employment opportunities. ■■
- 4.7 Provide business development support to enable strong, successful and sustainable local businesses. ■
- 4.8 Enhance business resource hubs that enable access to business support, encourage innovation and support alternative modes of employment. ■
- 4.9 Promote skills development and employment pathways and opportunities for all people in Maroondah. ■■

Some key directions work towards more than one outcome area. The relevant outcome areas are identified by a coloured square next to each key direction as per the legend below:

- A healthy, inclusive and connected community
- A safe and liveable community
- A green and sustainable community
- A vibrant and prosperous community
- A well governed and empowered community

*Left: Ringwood East shopping centre.*

## Our priority actions

Priority actions	2025/26	2026/27	2027/28	2028/29
Develop and implement Council's Creative Maroonah Strategy.				
Construct the staged redevelopment of Karralyka (subject to funding).				
Work in partnership to implement the <i>Bayswater Business Precinct Transformation Strategy</i> and investigate and implement innovative opportunities to enhance business capability, skill development, employment and education pathways for the manufacturing sector.				
Identify and facilitate co-working opportunities and spaces in Maroonah.				
Work in partnership to explore, plan and implement a regional women in business program.				
Work in partnership to explore, plan and implement a regional business awards program.				



Review



Plan



Develop



Implement



Activate



Update



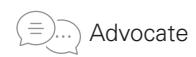
Design



Construct



Transition



Advocate



Trial



Investigate



Facilitate



Partner



Engage

## Our strategic indicators

Indicator	Target/desired trend
<b>Community profile indicators</b>	
Maroondah businesses <sup>1</sup>	Maintain
Maroondah jobs <sup>2</sup>	↑
Median weekly household income <sup>2</sup>	↑
Residents with university, diploma or trade qualifications <sup>2</sup>	↑
Residents working in local jobs <sup>2</sup>	↑
Economic output <sup>3</sup>	↑
Value of non-residential building approvals <sup>4</sup>	↑
<b>Council performance indicators</b>	
Creative places and precincts (Council-owned) attendance <sup>5</sup>	↑
Karralyka attendance <sup>5</sup>	↑
Artists and creative groups supported to present their work <sup>5</sup>	↑
Businesses engaged in support programs and business networks <sup>5</sup>	↑
Satisfaction with business support programs <sup>5</sup>	↑
Perceived value of BizMonth activity participation <sup>5</sup>	↑
Perceived value of BizHub coworking participation <sup>5</sup>	↑
Community satisfaction with:	
• Arts centres <sup>6</sup>	↑
• Community and cultural activities <sup>6</sup>	↑
• Business/community development/tourism <sup>6</sup>	↑

### Source

- <sup>1</sup> Australian Bureau of Statistics Counts of Australian Businesses  
<sup>2</sup> Australian Bureau of Statistics Census of Population and Housing  
<sup>3</sup> REMPLAN  
<sup>4</sup> Australian Bureau of Statistics Building Approvals  
<sup>5</sup> Internal data  
<sup>6</sup> Local Government Community Satisfaction Survey

## Our services

### Activity centres

- Investment attraction and development facilitation within activity centres
- Infrastructure and amenity improvements in local shopping centres
- Placemaking and place activation projects

### Bayswater Business Precinct

- Bayswater Business Precinct partnership (with Knox City and Yarra Ranges councils)
- Bayswater Business Precinct Transformation Strategy implementation
- Bayswater Business Precinct Structure Plan development and implementation

### Business support

- Business support, including workshops, training, mentoring and engagement
- BizHub coworking space
- Business concierge
- Business events, including Maroondah Business Excellence Awards, BizMonth and Women in Business

### Creative places - arts and culture

- Cultural planning, strategies and policy
- Arts development projects
- Exhibitions and programs within ArtSpace at Realm, Wyreena Arts Lounge and Maroondah Federation Estate Gallery
- Wyreena Community Arts Centre venue management, arts classes, workshops, projects, events, tenancies, commercial café and program partnerships

- Arts and cultural grants program and service agreements
- Public art program and art collection management and related programs
- Local creative industry networks, training, and development

### Creative places – Karralyka and services

- Theatre programs, hire and production services
- Functions, events and hospitality
- Community halls management, hire and tenancies, facility operations
- K-Cafe services, events and catering
- Precinct activation and partnerships
- Major facility and precinct planning, asset management and master plans
- Venue operations for all Creative Places venues including: Wyreena Community Arts Centre, Karralyka, Community halls, Maroondah Federation Estate and Gallery, K-Cafés and ArtSpace at Realm

## Our supporting strategies, plans and policies

- *Bayswater Business Precinct Transformation Strategy*
- *Creative Maroondah Strategy 2026-2030*
- *Business Investment, Growth and Development Strategy* (under development)
- *Maroondah Public Art Policy*
- *Melbourne East 2020 Regional Plan*



*Halloween in the gardens at Wyreena Community Arts Centre.*



# A well governed and empowered community

## Our community's aspiration

Council continues to be a transparent, accountable, and future-focused leader that collaborates locally and regionally, and actively champions local needs. Everyone in Maroondah is informed about matters that affect them and provided with opportunities to meaningfully engage regarding Council decision-making.



## Our goals and key directions

### To work towards a well governed and empowered Maroondah, we will:

- 5.1 Ensure transparent and accountable governance, including balanced and sustainable decision-making that is evidence informed and is in the best interests of the community. ■
- 5.2 Prioritise responsible, sustainable and timely management of Maroondah's financial resources, assets, infrastructure and the natural environment. ■■■
- 5.3 Undertake evidence informed strategic planning and policy development that promotes the social, environmental (built-form and natural) and economic sustainability of Maroondah. ■■■■
- 5.4 Embed a culture of being collaborative, strategic and sustainable, implementing best practice principles, to further position Maroondah City Council as a leader in local government. ■
- 5.5 Foster a workforce that is adaptable, capable, positive and engaged. ■
- 5.6 Deliver services to the Maroondah community that are people-focused, proactive, integrated and responsive. ■■■■
- 5.7 Foster and leverage local and regional partnership opportunities with community organisations, service providers, businesses, and other levels of government. ■■■
- 5.8 Embed innovative digital solutions that enhance service delivery, asset management, cyber security, communications and community engagement. ■
- 5.9 Advocate for and champion the needs and aspirations of the community to the Victorian and Australian Governments, service providers and the business sector. ■
- 5.10 Partner with key agencies and other levels of government to prepare for, respond to, and recover from emergencies and disruptions. ■■■■
- 5.11 Provide the Maroondah community with timely and accessible information on matters important to them, including tailored information for both diverse and harder-to-reach groups. ■■
- 5.12 Undertake meaningful, creative and inclusive engagement to understand community needs, priorities, and aspirations. ■
- 5.13 Deliver an integrated, responsive and accessible customer service experience for the Maroondah community. ■
- 5.14 Promote and raise awareness of Maroondah's facilities, services, programs, projects and events. ■■■■

Some key directions work towards more than one outcome area. The relevant outcome areas are identified by a coloured square next to each key direction as per the legend below:

- A healthy, inclusive and connected community
- A safe and liveable community
- A green and sustainable community
- A vibrant and prosperous community
- A well governed and empowered community

*Left: Creative Places community engagement at Maroondah Festival.*

## Our priority actions

Priority actions	2025/26	2026/27	2027/28	2028/29
Implement the Maroondah 2050 Community Vision.				
Develop and implement Council's <i>Customer Experience Strategy 2025-2029</i> .				
Develop and implement Council's <i>Communications Strategy 2025-2029</i> .				
Review a range of Council's core technological systems and undertake the phased implementation of enterprise-wide replacement systems.	 ERP PHASE 1 & 2	 ERP PHASE 3		
Evolve organisational capacity and implement systems to minimise risks to cybersecurity impacts.				
Implement Council's <i>Property Management Strategy 2025-2029</i> .				
Partner and advocate regionally with the Eastern Region Group of Councils to address common challenges and progress shared priorities.				
Advocate on key local issues on behalf of the Maroondah community in the lead up to the Victorian and Australian Government elections.				
Engage the community in undertaking a refresh of the Maroondah 2050 Community Vision and prepare the <i>Council Plan 2029-2033</i> following election of a new Council.				
Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2028 for the 2028-2032 period.				
Implement the Council Election Period Policy for the Council election in October 2028, and transition to a new Council following the election.				



Review



Plan



Develop



Implement



Activate



Update



Design



Construct



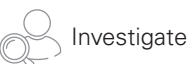
Transition



Advocate



Trial



Investigate



Facilitate



Partner



Engage

## Our strategic indicators

Indicator	Target/desired trend
<b>Council performance indicators</b>	
Expenses per property assessment <sup>1</sup>	\$2000 to \$5000
Average rate per property assessment <sup>1</sup>	\$700 to \$2000
Current assets compared to current liabilities <sup>1</sup>	100% to 400%
Cash compared to current liabilities <sup>1</sup>	5 to 500%
Loans and borrowings compared to own source revenue <sup>1</sup>	0% to 60%
Loans and borrowings repayments compared to own source revenue <sup>1</sup>	0% to 30%
Non-current liabilities compared to own source revenue <sup>1</sup>	2% to 70%
Adjusted underlying surplus (or deficit) <sup>1</sup>	-20% to 20%
Rates compared to adjusted underlying revenue <sup>1</sup>	30% to 80%
Rates compared to property values <sup>1</sup>	0.15% to 0.75%
Rates and charges debt	↓
Employee turnover <sup>1</sup>	5% to 20%
Community satisfaction with:	
• Overall performance of Council <sup>2</sup>	↑
• Council delivering value for money <sup>2</sup>	↑
• Overall Council direction <sup>2</sup>	↑
• Council decisions <sup>2</sup>	↑
• Council enforcement of local laws <sup>2</sup>	↑
• Council customer service <sup>2</sup>	↑
• Council lobbying on behalf of the community <sup>2</sup>	↑
• Council consultation and engagement <sup>2</sup>	↑
• Council informing the community <sup>2</sup>	↑

Source

<sup>1</sup> Internal data

<sup>2</sup> Local Government Community Satisfaction Survey

## Our services

### Communications and engagement

- Community communication planning and delivery
- Community engagement planning and delivery
- Maroondah *news* and other Council eNewsletter distribution (print and digital)
- Internal communication
- Promotion, branding and marketing
- Reputation and media management

### Corporate strategy

- Community Vision development and implementation
- Council Plan development and implementation
- Service delivery planning facilitation
- Annual Report preparation
- Performance reporting and monitoring of relevant strategic plans and policies
- Local Government Performance Reporting Framework coordination
- Integrated planning and reporting framework implementation
- Strategy and policy development and facilitation

### Customer service

- In-person customer service and cashiering at Council's service centres (Realm and Croydon Library)
- Telephone and online (email, SMS, live chat, social media) customer service
- Complaints handling

### Cyber and technology

- Information and communication technology (ICT) infrastructure
- ICT service desk support
- ICT project management
- Cybersecurity
- Network and server infrastructure
- Software applications
- Productivity tools including chat, video and audio calling systems
- Enterprise resource planning
- Business analysis, process improvement, service review and consultation
- Artificial intelligence and automation
- Records management coordination
- Corporate record keeping system administration
- Mail receipt and distribution
- Record lifecycle archiving

### Digital and online

- Council websites and intranet development and management
- Council social media management
- Electronic direct mail management
- Reporting and analytics
- Surveys and forms

### Emergency management

- Municipal emergency planning
- Community resilience building
- Emergency event support and assistance
- Local relief and recovery activity coordination

### Executive office

- Mayor and Councillor support
- Executive support
- Stakeholder and government relations
- Advocacy
- Civic events
- Awards

### Financial accounting

- Financial accounting
- Financial Statements preparation
- Treasury accounting, including borrowings and investments
- Tax reporting and compliance
- Financial and cost-benefit guidance
- Accounts payable
- Corporate purchase cards

### Governance

- Council meeting coordination
- Citizenship ceremony coordination
- Council advisory committee administrative support
- Civic event coordination
- Governance policy development and implementation
- Local government election support

### Graphic design and multimedia

- Graphic design and brand management
- Signage and digital display design and management
- Multimedia and photography
- Film permit application and assessments
- Digital asset management

### **Management accounting and payroll**

- Financial planning, budgeting and forecasting
- Financial monitoring and reporting
- Grant management and acquittals
- Strategic project analysis

### **People and culture**

- Human resources
- Learning and organisational development
- Occupational health and safety
- Workcover and injury management
- Volunteers and student placement

### **Procurement**

- Purchasing and tendering coordination
- Procurement policy implementation, monitoring and reporting
- Contract administration

### **Property, revenue and valuation services**

- Rates and charges generation and collection
- Accounts receivable and sundry debtor billing
- Debt recovery
- Ownership, name, and address maintenance
- Annual and supplementary valuations
- Emergency Services and Volunteers Fund
- Pension concessions
- Electoral roll production
- Council's land portfolio management
- Reconciliation of geographic information system database
- Street addressing
- Facilitation of strategic commercial opportunities
- Access over Council land

### **Realm operations**

- Realm East and West meeting room coordination
- Realm facility management and operations
- Realm facility contractor management
- Civic and ceremonial function support

### **Risk and Integrity**

- Corporate risk registers coordination and administration
- Claims and insurance management
- Internal audit coordination
- Business continuity planning
- Fraud mitigation policy and advice

- Privacy Act compliance and advice
- Freedom of Information coordination
- Protected Disclosure Act coordination
- Personal Interest Returns coordination
- Payment Card Industry Data Security Standard compliance

### **Systems accounting**

- Financial systems support
- Financial processes and procedure improvements
- Analytical support
- Project management for financial transformational initiatives






## **Our supporting strategies, plans and policies**

- *Annual Budget 2026/27*
- *Communications Strategy 2025-2029*
- *Community Engagement Policy*
- *Community Grants Policy*
- *Councillor Expenses Policy*
- *Councillor Gift Policy*
- *Customer Experience Strategy 2025-2029*
- *Election Period Policy*
- *Financial Plan 2026/27 to 2035/26*
- *Fraud and Corruption Control Policy*
- *Governance Rules*
- *Information Communication and Technology Strategy 2026-2031*
- *Maroondah City Council Complaints Policy*
- *Maroondah City Council guide to service standards and complaints handling*
- *Maroondah Gender Equality Action Plan*
- *Model Councillor Code of Conduct*
- *Municipal Emergency Management Plan 2026-2029*
- *Petitions Policy*
- *Privacy Policy*
- *Procurement Policy*
- *Public Interest Disclosures Policy*
- *Public Transparency Policy*
- *Rates Collection and Financial Hardship Policy*
- *Revenue and Rating Plan 2025/26 to 2028/29*
- *Risk Management Framework*
- *Risk Management Policy*
- *Workforce People and Culture Strategy*
- *Workforce Plan*

# Our integrated service delivery

Council delivers a broad range of services that all play a role in responding to and delivering on the Maroondah 2050 Community Vision. The table below shows the direct relationship between each Council service and the Maroondah 2050 Community Vision outcome areas. Some services also indirectly contribute to other outcome areas.

Council service	A healthy, inclusive and connected community	A safe and liveable community	A green and sustainable community	A vibrant and prosperous community	A well governed and empowered community
Activity centres		•		•	•
Asset management		•	•		•
Asset projects and facilities	•	•			
Bayswater Business Precinct				•	
Building services		•			
Built environment		•			
Bushland management			•		
Business support				•	
Communications and engagement					•
Community health	•	•	•		
Community wellbeing	•	•			•
Corporate strategy					•
Creative places	•	•		•	
Customer service					•
Cyber and technology					•
Digital and online					•
Development engineering and asset protection		•			
Emergency management	•	•	•		•
Engineering projects and drainage		•	•		
Executive office					•
Financial accounting					•
Golf and sportsfields	•		•		
Governance					•

Council service	 A healthy, inclusive and connected community	 A safe and liveable community	 A green and sustainable community	 A vibrant and prosperous community	 A well governed and empowered community
Graphic design and multimedia					•
Leisure and aquatics facilities	•	•			
Libraries (managed by Your Library Limited)	•			•	
Local laws		•			•
Management accounting and payroll					•
Maternal and child health	•				
Parks and open space			•		
People and culture					•
Positive ageing	•				
Procurement					•
Property, revenue and valuation services		•			•
Realm operations	•	•		•	•
Risk and integrity					•
Sport, recreation, open space and events	•	•	•		•
Stadiums	•	•			
Statutory planning		•	•		
Strategic planning		•	•		•
Sustainability		•	•		
Systems accounting					•
Traffic and transport engineering		•			
Tree maintenance			•		
Waste management		•	•		
Youth and children's services	•				•

# Reporting on progress and performance

Maroondah City Council's Integrated Planning and Reporting Framework enables the comprehensive monitoring and reporting of Council's performance.

Measuring and reporting on the Council Plan is a key focus of Council. The priority actions in the *Council Plan 2025-2029* will be monitored on a quarterly basis with progress reported to Council.

Annual progress on *Council Plan 2025-2029* priority actions and strategic indicators will be reported to the community through Council's Annual Report.

Council is also committed to keeping you up to date on the work we are doing in working towards the Maroondah 2050 Community Vision through periodic preparation of the State of Maroondah Report. This report celebrates achievements, recognises efforts, monitors trends, and identifies areas for future improvement as we all work together towards the Maroondah 2050 Community Vision.





*Celebrate Maroondah event at Charles Allen Reserve.*

# Glossary of terms

The *Council Plan 2025-2029* includes a range of terms which are defined below.

## Key terms

**Active transport:** Transport requiring physical activity, typically walking or cycling.

**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:** Community members, business and agency representatives who form a committee that provides advice and recommendations to Council on matters relating to the delivery of strategies, services and activities.

**Advocacy:** Any action that Council speaks in favour of, recommends, argues for a cause, seeks funding, supports or defends on behalf of the Maroondah City Council community.

**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 Plan:** Provides information about the maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of assets under the control of Council, over a 10-year period.

**Bayswater Business Precinct:** A business precinct within the suburbs of Bayswater, Bayswater North, Croydon South, Boronia, Kilsyth and Kilsyth South, which is home to over 5600 businesses that support more than 33,000 jobs.

**Best practice:** To adopt or develop standards, actions or processes for the provision of goods, services or facilities that are equal to or better than the best available on a state, national or international scale.

**Biodiversity:** The variety of life on Earth, including the diversity within and between all species of plants, animals and micro-organisms, and the ecosystems within which they live and interact.

**Biolink:** A spatial grouping of habitat and pathways considered critical to maintaining the connectivity for groups of animals that share similar habitat and dispersal behaviour at a landscape scale.

**BizHub:** A resource for Maroondah businesses including education, skill and business development opportunities, collaborative workspaces, and meeting spaces.

**BizMonth:** A month-long series of business workshops, training sessions, seminars, and special events.

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

**Capital works:** Projects to establish, renew, expand, upgrade and dispose of assets owned by Council in the community.

**Community engagement:** The process of Council working with residents, businesses and community groups to listen to and address matters that impact or interest them. The principles guiding 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 the community has to offer.

**Community grants:** Council funding provided to local not-for-profit community groups and organisations to support activities and services not otherwise available through state, federal or private resources.

**Community profile indicators:** Describe and monitor the state of the Maroondah municipality and/or community for each Maroondah 2050 Community Vision outcome area (i.e. Australian Bureau of Statistics Census of Population and Housing, Victorian Population Health Survey).

**Community Satisfaction Survey:** A Victorian Government survey conducted annually to gauge community satisfaction levels with Council services.


**Community Vision:** Description of the community's aspirations for the future of the municipality for at least the next 10 financial years.

**Continuous improvement:** The process of ensuring review and improvement practices are built into operational activities.

**Corporate Management Team:** A team comprising the Chief Executive Officer and four Directors, responsible for managing Council operations and addressing strategic and policy matters.

**Council:** The elected body that provides good governance in its municipal district for the benefit and wellbeing of the municipal community.

**Council performance indicators:** Measure and monitor the performance of Council in delivering services aligned to a Maroondah 2050 Community Vision outcome area (i.e. internal service delivery data, Community Satisfaction Survey results).



**Council Plan:** A four-year plan providing the medium-term framework for Council operations outlining the strategic direction, strategic objectives, strategies, strategic indicators, and initiatives and priorities for services, infrastructure and amenity.

**Councillor:** A member of the community elected in accordance with the *Local Government Act 2020* to represent the residents of a ward within the Maroondah municipality as a member of Council.

**Financial Plan:** Outlines the financial resources required to give effect to the Council Plan and other strategies and plans of Council, expressed 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.

**Governance:** How the elected Council operates as a decision-making body, its relationship with the Council organisation, and how it engages with the community.

**Green infrastructure:** A strategically planned network of natural and semi-natural areas with other environmental features designed and managed to deliver a wide range of ecosystem services.

**Greenhouse gas emissions:** Gases released into the atmosphere that trap heat.

**Habitat corridors:** Connections across the landscape that link areas of habitat.

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

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

**Initiatives:** Actions that are one-off in nature and/or lead to improvements in service.

**Integrated planning and reporting framework:** A hierarchy of strategic documents and processes ensuring all Council activities and financial resources are aligned to meet the aspirations, needs and expectations of the Maroondah community.

**Key directions:** The key policy areas that guide Council service delivery and inform priority actions each financial year. The key directions represent the strategies for achieving the objectives of Council over the 2025-2029 period in accordance with section 90 of the *Local Government Act 2020*.

**Liveability:** The extent to which the natural and built environment, including access to amenities, supports community health, wellbeing, sustainability and productivity.

**Local Government Act 2020:** Victorian legislation that provides for democratic and efficient local government, enabling Councils to meet community needs and ensuring accountable governance.

**Local Government Performance Reporting Framework (LGPRF):** A mandatory system of performance reporting for all Victorian councils which ensures councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.

**Local laws:** Laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Maroondah.

**Maroondah Community Panel:** A representative group of Maroondah community members who participated in a series of workshops to make recommendations for the Maroondah 2050 Community Vision, *Council Plan 2025-2029*, and Council's 10-year financial and asset plans.

**Maroondah Planning Scheme:** Sets out policies and requirements for the use, development and protection of land including: 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.

**Metropolitan Activity Centre:** A higher-order centre (i.e. Ringwood) designed to provide a diverse range of jobs, activities and housing for regional catchments well served by public transport. The centre plays a major service delivery role, offering government, health, justice and education services, as well as retail and commercial opportunities.

**Mission:** A shared understanding of the purpose of the organisation which articulates how Council will work towards the achievement of the Maroondah 2050 Community Vision in partnership with the community.

**Municipal Planning Strategy (MPS):** Part of the Maroondah Planning Scheme which sets out the vision for future use and development and provides an overview of important land use 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 land use 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.

**Natural habitat:** The natural environment or home of a plant, animal, or other organism that provides the food, water, shelter, and space they need to survive.

**Neighbourhood centre:** Local centres that provide access to local goods, services and employment opportunities and serve the needs of the surrounding community.

**Non-financial resources:** Resources in addition to financial resources, required to deliver services and initiatives.

**Our Achievements Report:** An annual report that highlights key achievements of Council for each financial year.

**Outcome area:** Key areas of future opportunity and challenge as identified by the community in the Maroondah 2050 Community Vision. These future outcomes represent the strategic objectives of Council in accordance with section 90 of the *Local Government Act 2020*.

**Plan:** A focused and structured document that details actions to be undertaken, outlining a series of specific steps to implement the outcomes and key directions of an overarching strategy.

**Policy:** A set of principles that articulate Council's position on a matter, intended to guide and influence Council decisions, actions, programs and activities.

**Principal Pedestrian Network:** A designated network of existing and planned routes that provide pedestrian facilities which support walking trips to 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 achieving the four-year Council Plan key directions. 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 open space:** Any land managed by Council or other public authority, accessible to the public for community outdoor use or environmental protection.

**Rates and charges:** Income received from ratepayers relating to general rates, waste service charge, and special rate schemes.

**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.

**Risk management:** A discipline for developing procedures to minimise or eliminate the risk of adverse effects 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 Manager:** Leaders with specialist skills who work with their teams 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 plan:** A detailed four-year work plan to guide how a particular Council service area will support the achievement of the relevant Maroondah 2050 Community Vision outcome areas.

**State of Maroondah Report:** A biennial report that tracks progress made toward achieving the outcomes outlined in the Maroondah 2050 Community Vision.

**Statutory timeframes:** Timeframes stipulated by legislation in which an activity, service or outcome must be delivered or determined.

**Strategic indicators:** Measures used to assess how successfully initiatives from Council, businesses, community groups and individuals contribute to the future outcomes outlined in the Maroondah 2050 Community Vision and *Council Plan 2025-2029*.

**Strategy:** A longer-term systematic plan of action to achieve defined outcomes in a specific area of Council activity or responsibility.

**Structure plan:** A means to provide precinct-specific direction on the extent, form and location of land use and development.

**Supporting strategies, plans and policies:** Long-term systematic plans 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.

**Tree canopy:** The lateral extent of the upper layer of foliage (tree crown) of an individual tree or group of trees.

**Values:** Attitudes and beliefs within Council that underpin organisational practices, processes, and behaviours.

**Wards:** Geographical area that 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, to deliver water services and protect aquatic environments in urban settings.



*Maroondah Carols at Town Park, Croydon.*

## Strategic indicator definitions

The *Council Plan 2025-2029* includes a range of strategic indicators. Where further clarity is required beyond the title of the indicator, a definition is provided below.

### A healthy, inclusive and connected community

**Aquatic facility attendance:** Number of visits to Council owned Maroondah aquatic facilities per head of municipal population.

**Community grants and assistance funding:** Total funding allocated through the Community Grants Program, Community Assistance Fund, and Arts and Cultural Grants.

**Delivered meals:** Total number of meals delivered to people at home who may be nutritionally at risk, have difficulty preparing meals, or are socially isolated.

**Enhanced Maternal and Child Health Program assistance:** Total number of hours of assistance provided to the Maroondah community through the Enhanced Maternal and Child Health program.

**Library membership:** Percentage of the Maroondah municipal resident population who are registered library members.

**Maternal and Child Health service participation:** Percentage of Maroondah children enrolled in the Maternal and Child Health service who participate.

**Private rental properties that are affordable:** Percentage of private rental properties in Maroondah where by no more than 30 per cent of gross income for people receiving Australian Government payments and allowances is spent on rent.

**Youth programs and services attendance:** Total number of attendees at Council run youth programs and services.

## A safe and liveable community

**Annual footpath construction:** Total number of kilometres of footpaths constructed by Council each year in the Principal Pedestrian Network.

**Asset renewal and upgrade:** Extent to which Council spending on assets is focused on purchasing new assets or renewing and upgrading existing ones. A percentage greater than 100% indicates that there is a lesser risk of insufficient spending on Council's asset base.

**Average distance to closest activity centre:** Average distance between residences in Maroondah and the closest neighbourhood centre large enough to support a supermarket.

**Criminal incident rate:** Number of criminal incidents per 100,000 population, where a criminal incident is a criminal event, potentially involving multiple offences, alleged offenders, and/or victims, recorded on a single date and at one location.

**Dwellings that are within 200 metres of a bicycle facility and/or 400 metres of a bus stop and/or 800 metres of a train station:** Percentage of dwellings in Maroondah within 200 metres of a bicycle facility (infrastructure intended to be used by cyclists such as bicycle lanes, shared user paths, trails (where permitted), bicycle parking, repair stations, wayfinding signage), and/or 400 metres of a bus stop and/or 800 metres of a train station.

**Dwellings within 400 metres of public open space:** Percentage of dwellings in Maroondah within 400 metres of public open spaces such as parks and recreation reserves, public gardens, nature reserves and civic areas where everyone has the right to visit without exclusion due to economic or social conditions.

**Family incident rate:** Number of family incidents per 100,000 population, where a family incident is an incident attended by Victoria Police, and where a Victoria Police Risk Assessment and Risk Management Report (L17 form) was completed and recorded.

**Liveability rating:** Composite score for an area based on measures related to aspects of liveability, including social infrastructure, walkability, public transport, public open space, housing affordability, and local employment.

**Offence rate:** Number of offences per 100,000 population where an offence is any criminal act or omission by a person or organisation for which a penalty could be imposed by the Victorian legal system.

**Pavement condition index:** Number derived by Council's SMEC pavement management system taking into account a road or footpath use, condition and performance. Condition scores range between zero and 10, with a higher score representing a better condition road or footpath.

**Planning applications decided within the relevant required time:** Percentage of regular and VicSmart planning application decisions made within the relevant required time.

**Population density:** Number of residents living within each square kilometre of Maroondah.

**Resident journeys using motor vehicles:** Percentage of journeys (for all purposes) by Maroondah residents using a motor vehicle.

**Resident journeys using sustainable transport:** Percentage of journeys (for all purposes) by Maroondah residents using sustainable transport, i.e. public transport, walking and cycling.

## A green and sustainable community

**Annual tree planting – bushland, street and park trees:** Total number of bushland, street and park trees planted in Maroondah each year.

**Community members recording nature observations:** Total number of observers recorded on the iNaturalistAU website for the Nature in Maroondah project each year.

**Council greenhouse gas emissions:** Total tonnes of quantified and non-quantified CO<sub>2</sub>-e emissions from Maroondah City Council each year including: accommodation and facilities; cleaning and chemicals; electricity; food; ICT services and equipment; office equipment and supplies; postage, courier and freight; professional services; stationary energy (gaseous and liquid fuels); transport (air, land and sea); waste; water; and working from home. Non-quantified emissions include: refrigerants; contractor fuels; and asphalt.

**Council renewable energy usage:** Percentage of renewable electricity purchased by Council.

**Environmental volunteers:** Total number of hours contributed by Maroondah's environmental volunteers attending working bees.

**Kerbside collection waste to landfill:** Amount of waste (in tonnes) collected from kerbside waste collection services that is sent to landfill per residential or non-residential property within the municipality (including eligible non-rateable properties) that receives a kerbside waste collection service from Council.

**Municipal greenhouse gas emissions:** Total tonnes of CO<sub>2</sub>-e emissions from the entire Maroondah municipality each year.

**Total area of natural habitat:** Total land area (in hectares) in Maroondah that is defined as natural habitat. i.e. natural environment or home of a plant, animal, or other organism that provides the food, water, shelter, and space they need to survive.

**Tree canopy cover:** Fraction of ground area covered by the vertical projection of tree crown perimeters.



*National Tree Planting Day at JW Manson Reserve.*

## A vibrant and prosperous community

**Businesses engaged in support programs and business networks:** Total number of Maroondah business that participate in support programs and business networks offered by Council.

**Creative places and precincts (Council owned) attendance:** The number of visits to Council owned creative places and precincts (including Karralyka, ArtSpace at Realm, Maroondah Federation Gallery, Wyreena Community Arts Centre, and Croydon and Ringwood Arts precincts) in total and per head of municipal population.

**Economic output:** Total value of goods and services produced by businesses and organisations within Maroondah.

**Karralyka attendance:** Total number of theatre and functions attendees at Karralyka each year.

**Maroondah businesses:** Total number of actively trading businesses in the municipality at 30 June each year.

**Maroondah jobs:** Total number of people employed in Maroondah (place of work) at the time of the ABS Census of Population and Housing.

**Median weekly household income:** Income level at which there are as many households below that income as above (i.e. the mid-point).

**Perceived value of BizHub coworking participation:** Self-reported value participants derive from taking part in BizHub coworking.

**Perceived value of BizMonth activity participation:** Self-reported value participants derive from taking part in BizMonth activities.

**Residents working in local jobs:** Percentage of working Maroondah residents whose place of work is within the local government areas of Maroondah, Knox, Manningham, Whitehorse or Yarra Ranges.

**Residents with university, diploma or trade qualifications:** Percentage of residents that hold a Bachelor or higher degree, Advanced Diploma or Diploma, or vocational qualification (Certificate level).

**Satisfaction with business support programs:** Average satisfaction rating of Maroondah businesses participating in Council's business support programs.

**Value non-residential building approvals:** Total monetary value of building approvals for commercial, industrial, and other buildings that are not intended for long-term residential use.

## A well governed and empowered community

**Adjusted underlying surplus (or deficit):** Adjusted underlying revenue of Council (total income other than non-recurrent capital grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure from sources other than those previously referred to) less total Council expenditure as a percentage of the adjusted underlying revenue of Council.

**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).

**Cash compared to current liabilities:** Total cash and cash equivalents of Council as a percentage of the total obligations or liabilities of Council that are due to be settled, or paid, within the next 12 months.

**Current assets compared to current liabilities:** Total assets that Council expects to recover or realise within the next 12 months, expressed as a percentage of the total obligations or liabilities due to be settled, or paid, within the same period. This measures Council's ability to pay existing liabilities in the next 12 months. A percentage greater than 100% indicates that Council has more cash and liquid assets than current liabilities.

**Employee turnover:** The number of permanent staff resignations and terminations at Council in the financial year as a percentage of the average number of permanent staff.


**Expenses per property assessment:** The average expenses incurred by Council for each residential property in the municipality.

**Loans and borrowings compared to own source revenue:** Total loans or borrowings of Council in which the debt is expressed as a principal amount and interest is calculated, charged, and collected on unpaid balances as a percentage of adjusted underlying revenue excluding revenue which is not under the control of council (including government grants).

**Loans and borrowings repayments compared to own source revenue:** Interest and principal repayments on the interest bearing loans and borrowings of Council as a percentage of adjusted underlying revenue excluding revenue which is not under the control of council (including government grants).

**Non-current liabilities compared to own source revenue:** Financial liabilities of Council that provide financing on a long-term basis and are not due for settlement within 12 months as a percentage of Council total revenue excluding revenue which is not under the control of Council (including government grants).

**Rates and charges debt:** Total unpaid rates and charges as a percentage of all rates and charges for the financial year, where rates and charges are defined as general rates, municipal charges, service rates and charges, special rates and charges, interest, legal fees, environmental upgrade agreements, and rates in lieu (including supplementary rates and charges) on all properties. This sum does not include any amounts subject to a payment plan under s.171B of the *Local Government Act 1989*.

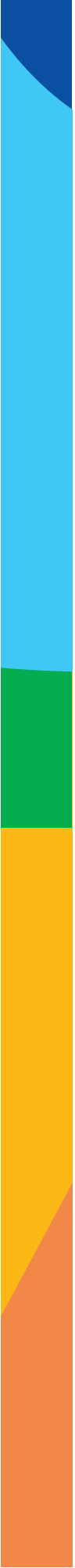


**Rates compared to adjusted underlying revenue:** Council revenue from general rates, municipal charges, service rates and service charges (e.g. garbage, recycling and organic charges) levied on rateable properties as a percentage of the adjusted underlying revenue of Council (total income other than non-recurrent capital grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure from sources other than those previously referred to).

**Rates compared to property values:** Council revenue from general rates, municipal charges, service rates and service charges (e.g. garbage, recycling and organic charges) levied on rateable properties as a percentage of the capital improved value of rateable properties in the municipality.









*Growing Wellbeing Day at Realm, Ringwood.*

## To contact Council



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Translating and Interpreting Service 131 450

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