

Maroondah City Council

Council Plan 2025-2029







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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 linking the local community's aspirations and priorities for the future of Maroondah – as detailed in the community vision *Maroondah 2050 – Our future together* – to the current and future work of Council.



The new 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.

Message from the Mayor and Chief Executive Officer



On behalf of Maroondah City Council, we are pleased to present the Council Plan 2025-2029.

The *Council Plan 2025-2029* focuses the work of Maroondah City Council over the next four years to ensure that what we are doing today contributes to realising 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 2025-2029* identifies a broad range of key directions which 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 next four years.

Significant priority actions for delivery over the next four years include:

Developing and implementing key strategies and plans

Implementing Council's *Liveability, Wellbeing and Resilience Strategy 2021-2031*; *Waste, Litter and Resource Recovery Strategy 2020-2030*; and *Property Management Strategy 2025-2029*.

Council will also update its customer service strategy, develop strategies for liveable neighbourhoods, creative Maroondah and communications, as well as plans for climate change and reconciliation.

Improving community facilities

Continuing to undertake the staged development of the Croydon Community Wellbeing Precinct; the staged redevelopment of Karralyka*; the construction of the Ringwood Activity Centre Car Park; the design and construction of The Rings and Ringwood Golf redevelopment*; and the 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 Eastfield Road, Railway Avenue and Morinda Street, Ringwood East, Holloway Road, Croydon North and Glenvale Road, Ringwood North; footpath construction across the Principal Pedestrian Network; and the renewal of sections of the shared trail along the Mullum Mullum Creek.

Council will also implement technological advances for car parking management, and advocate to the Australian and Victorian Governments for the provision of new and upgraded transportation infrastructure.

Enhancing Maroondah's natural environment

Continuing to implement 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.

Supporting our community

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

Council will also undertake work to determine its role in positive ageing and support for Maroondah's older people.

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 2025/26 to 2034/35* and *Annual Budget 2025/26* which outline the financial and non-financial resources required by Council to implement the key directions and priority actions identified in the Council Plan.

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



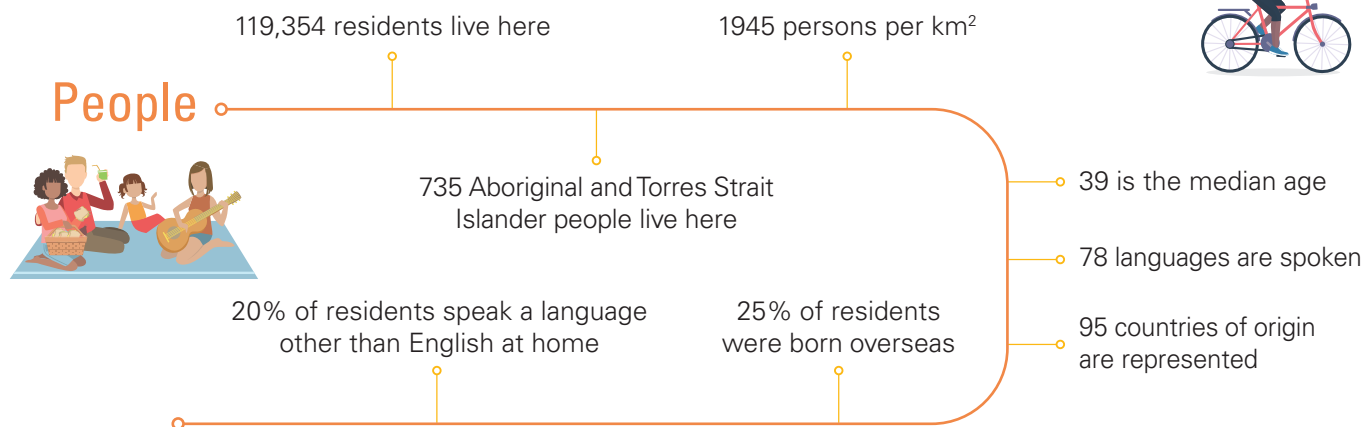
Cr Kylie Spears
Mayor



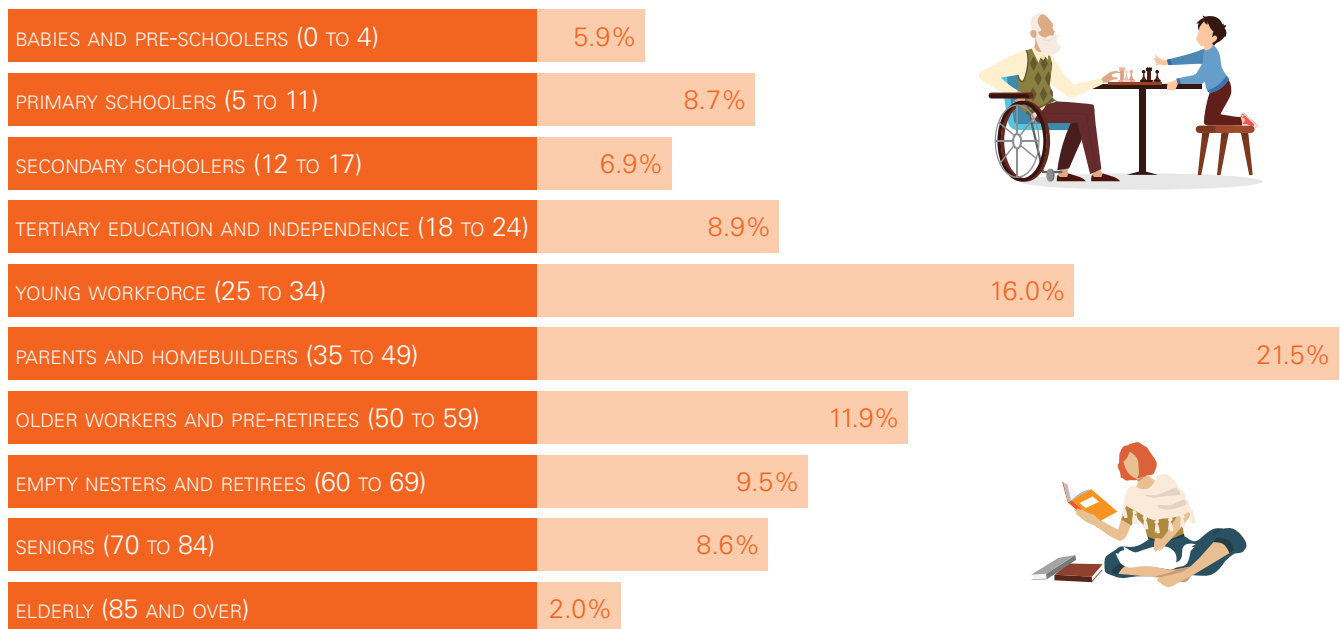
Steve Kozlowski
Chief Executive Officer

*subject to funding

Maroondah community profile



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

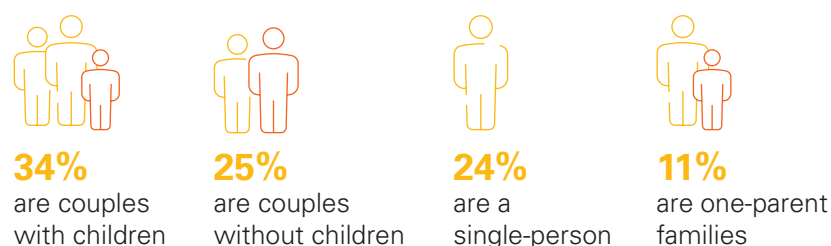


Housing

There are 46,866 dwellings, of which:



There are 44,167 households, of which:



72%
OF PEOPLE ARE PURCHASING OR FULLY OWN THEIR HOME

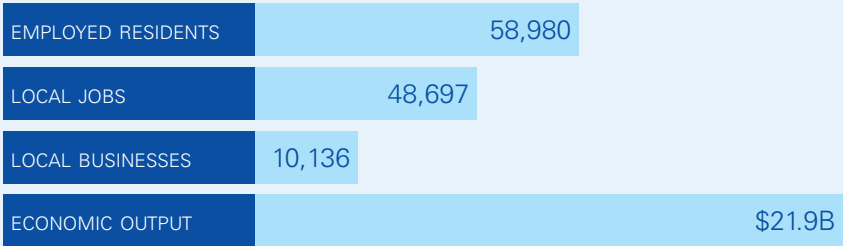
21%
OF PEOPLE ARE RENTING

2.4%
OF PEOPLE LIVE IN SOCIAL HOUSING

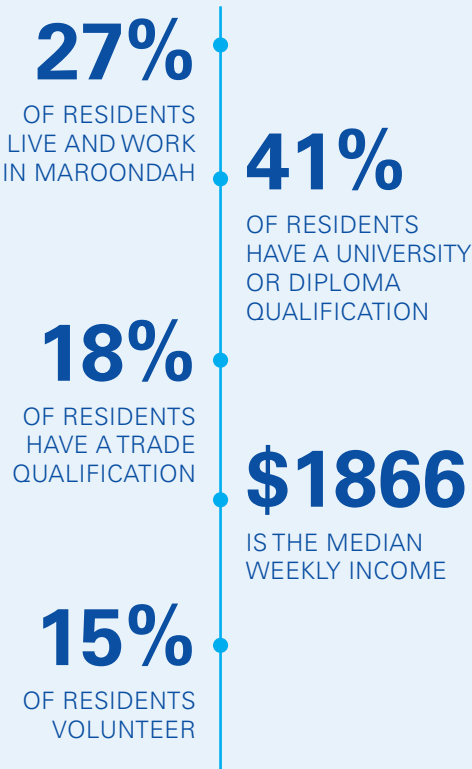
2.53
PERSONS PER DWELLING

Economy

The local economy is comprised of:

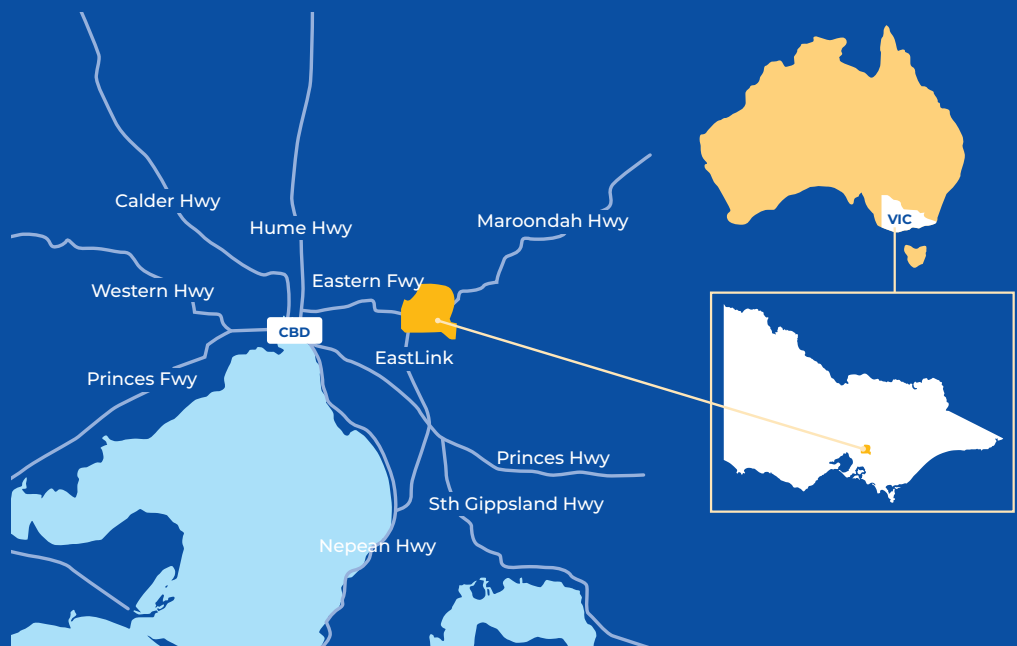


The largest employers are:



Data current as of May 2025.
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 119,354 residents and 44,167 households. The age structure of Maroondah's population is similar to the Victorian state average.

Maroondah is a substantially 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 linking the City 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 including 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 a home for wildlife.

Over 10,000 businesses operate within the city, with over 97% of these being small businesses employing less than 20 people. The largest employing industries are the health care, retail trade, manufacturing and construction sectors. In total, businesses in Maroondah provide employment for over 48,000 people and the municipality has an annual economic output of \$21.9 billion (2.1% of the output generated in Greater Melbourne).

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 Woiwurrung People of the Kulin Nation were the Traditional Custodians of the land now known as the City of Maroondah. The Wurundjeri Woiwurrung 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, up into the Great Dividing Range and the Loddon and Goulburn River valleys. The five Kulin Nation language groups are:

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

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 Woiwurrung People take their name from the Woiwurrung language word 'wurun' meaning the Manna Gum (*Eucalyptus Viminalis*) which is common along 'Birrarung' (the Yarra River), and Djeri the grub, which is found in, or near the tree.

The Traditional Country of the Wurundjeri Woiwurrung 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 Woiwurrung People as the "people of the Birrarung" (Yarra River). The Birrarung and the waters flowing into it are the Traditional Country of the Wurundjeri Woiwurrung People.

The name 'Maroondah' is an Aboriginal word that means 'throwing' and 'Maroon' means 'leaves'.

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

The first constructed road through the area led to Mount Dandenong and was known as Sawmill Road, it was then renamed to Oxford Road, and finally it was given its current name of Mount Dandenong Road. The area gradually became better 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 commenced its eastward development, extending towards Lilydale through Ringwood and Croydon, in December 1882. This resulted in 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 and coincided with the electrification of the railway line, encouraging township development and subdivision. Electric trains were in service between Ringwood and Croydon in 1924 and were extended to Lilydale in 1925.

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

Considerable suburban expansion during the post-war period gave rise 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, as well as parts of the former Shire of Lilydale and the former City of Doncaster and Templestowe.

Our Council

The *Local Government Act 2020* describes 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 principles.

Our role

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



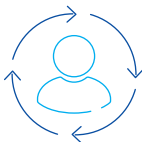
Plan

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 delivers over 120 different services. These services include: aged and disability support services; business support; community planning and development; children and youth services; community health; drainage; immunisation services; infrastructure maintenance and renewal; leisure and sporting facilities; local laws; maternal and child health; parks and reserves; planning and building; roads and footpaths; and waste and recycling.

Rates at work

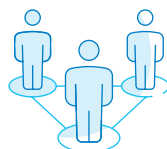
The diagram below outlines the services received by the Maroondah community for each \$100 spent by Council.

Arts and culture



\$3.47

Business support and economic development



\$0.81

Capital works



\$20.91

City operations and infrastructure management



\$20.58

City planning and development



\$2.43

Community programs and services



\$7.49

Customer and corporate services



\$14.74

Leisure and recreation



\$11.64

Local laws



\$2.28

Natural environment



\$5.42

Waste management and sustainability



\$10.23

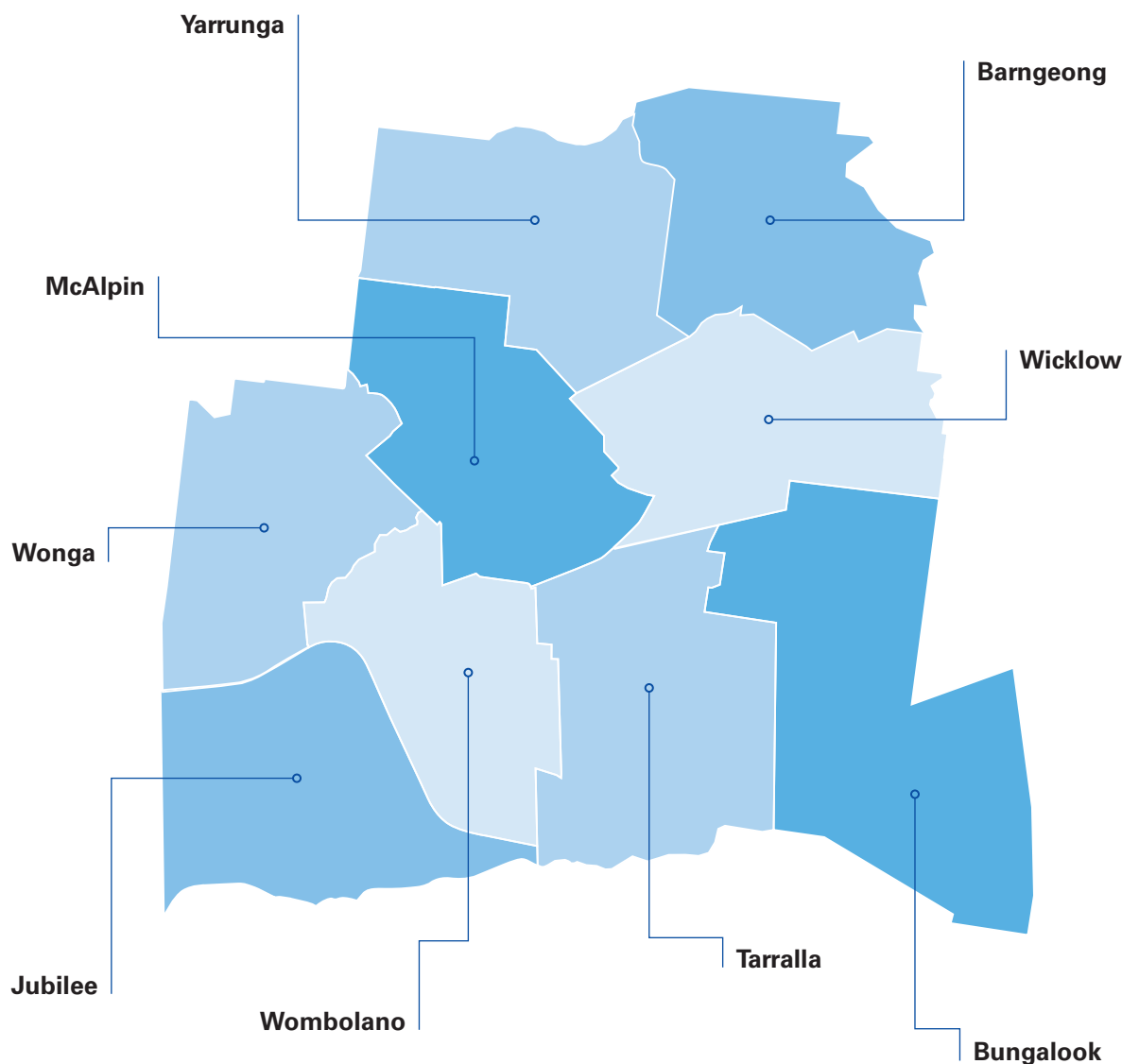
Our Councillors and wards

The City of Maroondah has nine wards: Barnegeong, 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.



Barnggeong 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
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
Mayor
0436 003 660
kylie.spears@
maroondah.vic.gov.au

Wonga Ward



Cr Linda Hancock
Deputy 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 are responsible for making decisions about policy and local issues ensuring the efficient operation 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 or participant in a range of external committees at the local, regional and sector level. Councillors are appointed to represent Council as delegates to those committees. Committee representation is reviewed on an annual basis.

External committee	Council representatives
Eastern Region Group of Councils	Mayor of the Day, Deputy Mayor, 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 Hancock Substitute representative, Cr Henderson
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 a number of committees that provide both advice and recommendations to Maroondah City Council on matters relating to the delivery of strategies, services and activities. These committees comprise of current Councillors, community representatives and Council officers. Community representatives are appointed through a public expression of interest process.

Advisory committees are not decision making bodies with delegated authority. This remains with Councillors and delegated officers.

Council advisory committee	Council representatives
Maroondah Access, Inclusion and Equity Advisory Committee	Cr Gordon, Cr Henderson and Cr Jones
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 Henderson, 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 Heatherich
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.

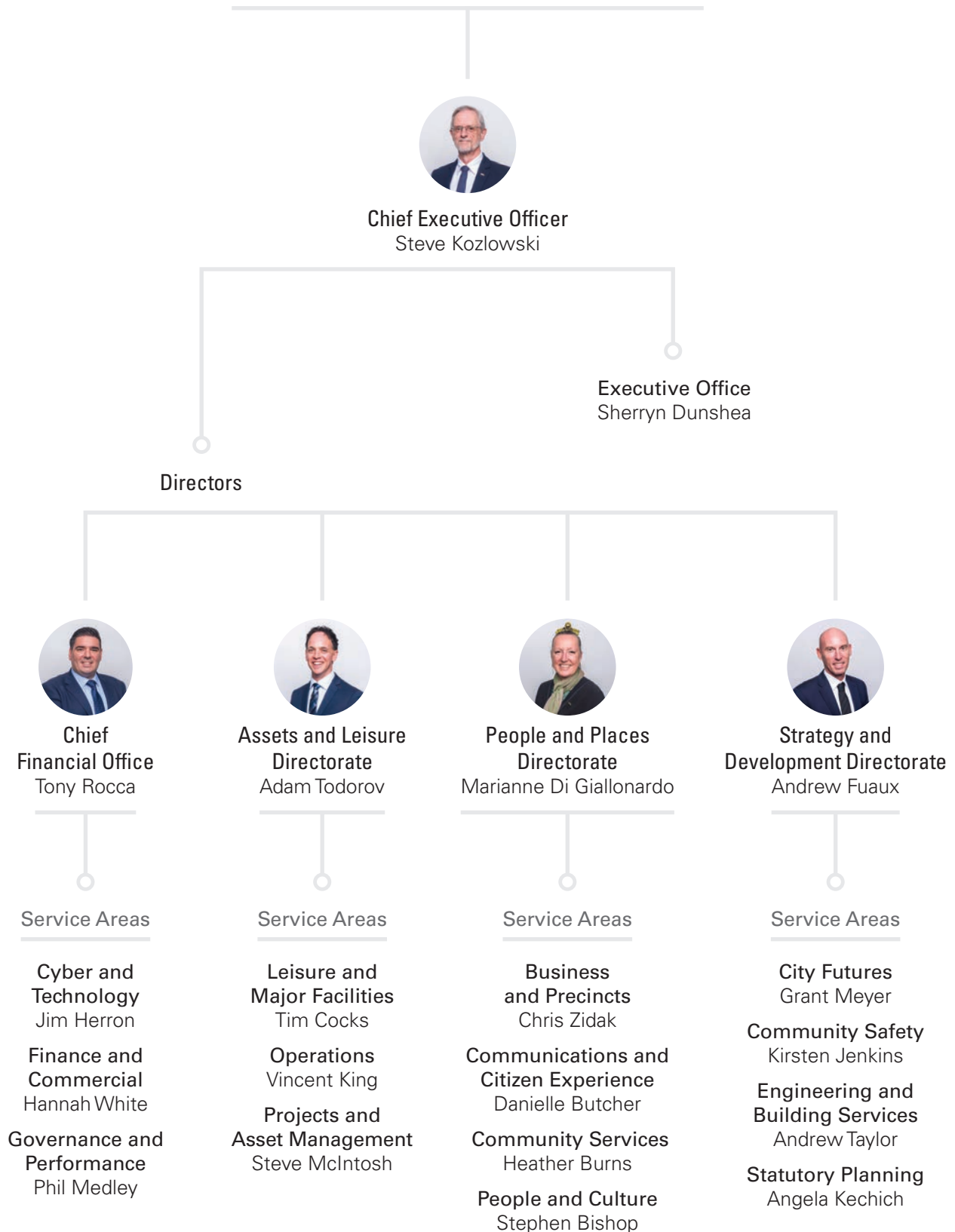
The Corporate Management Team is supported by the Executive Office, Service Area Managers and employees with specialist skills to develop, implement, manage and deliver the operational, service and administrative activities required to meet the needs and expectations of the community.

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 2025



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 seeking to enhance the municipality as a great place for people to live, work, play and visit.

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

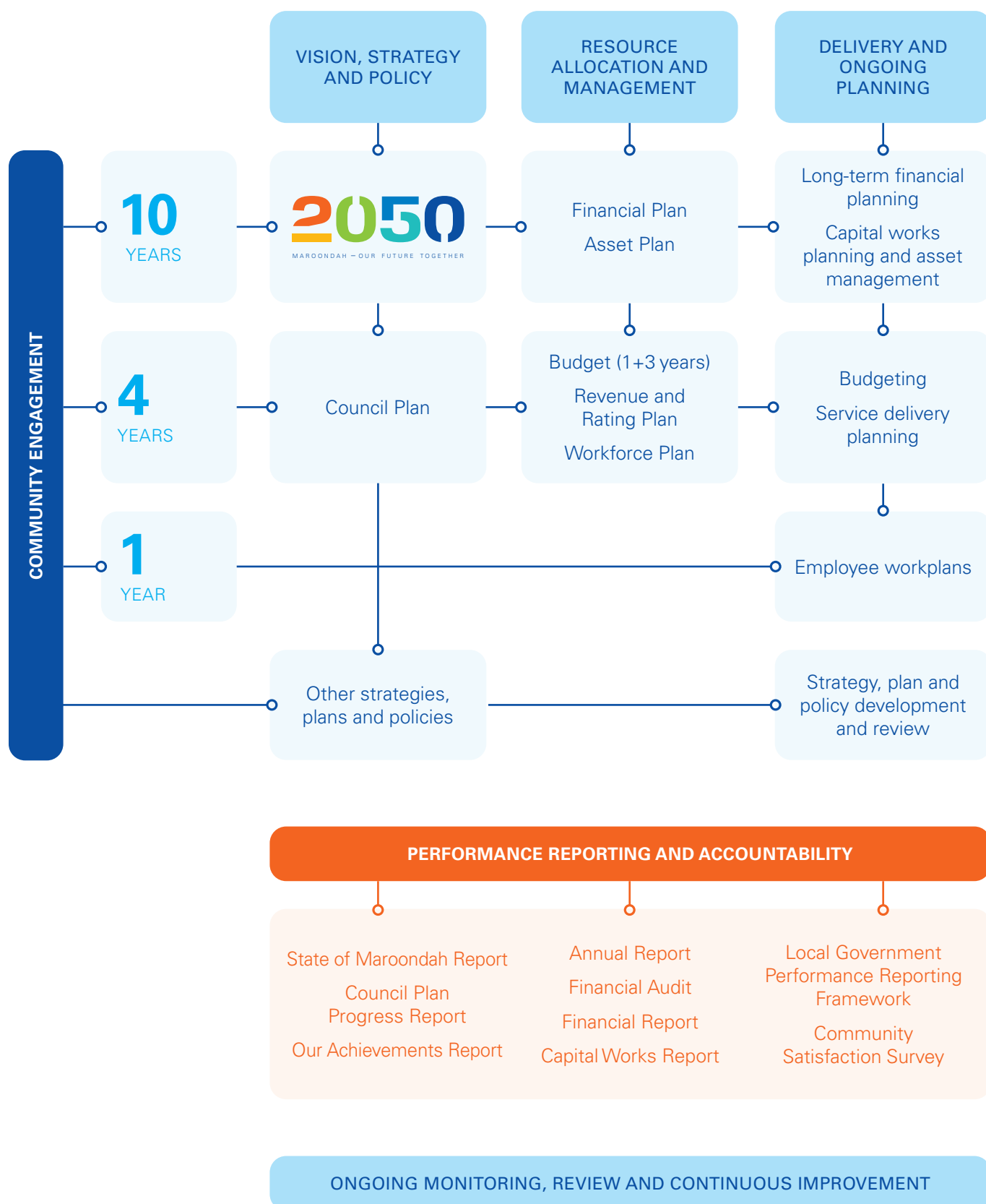
How Council plans for the future

Council uses an Integrated Planning and Reporting Framework to strategically connect the long-term aspirations, priorities and needs of the Maroondah community to 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.

The Framework also enables our organisation, our community and our partners to adapt and prioritise initiatives, activities and actions to respond to community needs, as well as legislative changes as they emerge and change 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 which establish the broad community aspirations and 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, in working 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 the realisation of the community's vision.

The Maroondah community participates in the development of 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 have a significant influence on Council planning and service delivery and contribute to working towards 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 about how Maroondah is expected to change through the implementation of the planning scheme.
- *Municipal Public Health and Wellbeing Plan* – provides directions and guidelines for working towards the improved health and wellbeing of the Maroondah community. In Maroondah, this Plan is incorporated within the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*.

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 that have been formally adopted by Council can be accessed via Council's website at 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 give effect to the Council Plan and other strategies and plans of Council and expresses them over a rolling 10-year period.

The Financial Plan is formally adopted by Council in accordance with 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. The Asset Plan provides information about maintenance, renewal, acquisition, expansion, upgrade, disposal and the decommissioning of assets under the control of Council over a 10-year period.

The Asset Plan is formally adopted by Council in accordance with 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 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 in conjunction 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 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. The Workforce Plan 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 undertakes periodic development and/or review of other relevant strategies, plans and policies to guide the work of Council.

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.

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



Domestic Animal Management Plan consultation.

Developing the Council Plan

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

1 Where are we now?

August – 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 – 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 – 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 – 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 – 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. There is a need to continue to focus on improving both 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 facet 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

14

2

LOCAL COMMUNITY LEADERS/GROUPS

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

Values

The things our community thinks makes Maroondah great include ...

A friendly, welcoming, inclusive and family-oriented community.
Local friends and neighbours.
Sense of community and belonging.
Increasing diversity.
Variety of activities, services, programs and events available.

Location of Maroondah, and the accessibility it affords to other parts of Melbourne.
Sense of space with abundant (green) open space and larger block sizes.
Quiet, peaceful and safe locale.
Amenities, infrastructure and services that enable most needs to be met locally.

Aspirations

When thinking about their future Maroondah our community used words such as ...

Connected, inclusive, accessible, affordable, healthy, friendly, welcoming, caring, supportive, diverse, respectful.

Liveable, accessible, connected, safe, clean.

Priorities

In working towards their aspirations for the future, our community would like to see a high priority placed on ...

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.
Creating inclusive, welcoming and accessible places, spaces and opportunities for people to socially connect.
Building a stronger sense of community and belonging.
Continuing to embrace and celebrate diversity.
Promoting health and wellbeing.

Providing community facilities and spaces that are well maintained, multi-use, and which facilitate community gathering and social connections.
Enhancing all transport modes.
Greater diversity of housing.
Ensuring suitable and sustainable development within Maroondah.
Revitalising local neighbourhood centres.

Maroondah Community Panel

The Maroondah Community Panel identified the following areas of focus for Maroondah ...

Community and social connection, along with health and wellbeing

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.

Housing and transport

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.



A green and sustainable community



A vibrant and prosperous community



A well governed and empowered community

Natural environment and landscapes. Trees, parks, reserves, trails and green open spaces. Green, leafy feel. Wildlife, flora and fauna.	Arts and cultural places, spaces and experiences. Activity centres (Ringwood and Croydon). Local neighbourhood centres. Local businesses. Local employment opportunities.	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.
Green, sustainable, nature.	Culturally rich, vibrant, prosperous, thriving.	Open, progressive, responsive.
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.	Promoting arts and culture in Maroondah. Supporting local businesses. Attracting new businesses and investment to Maroondah. Enhancing employment opportunities available within Maroondah.	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.
Sustainability Building climate resilience, reducing emissions, creating a circular economy, and preserving and enhancing green spaces, waterways and habitat corridors in 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.	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.

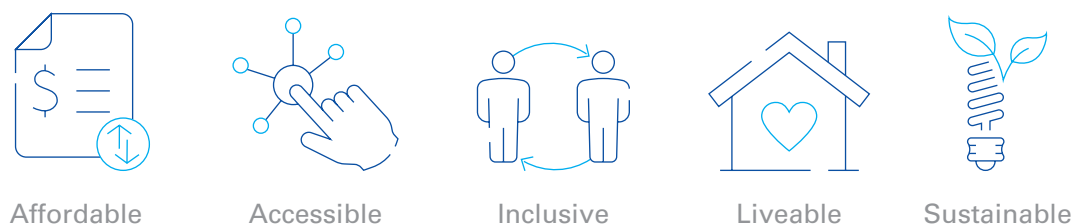
Future outcomes we are working towards

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.



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.

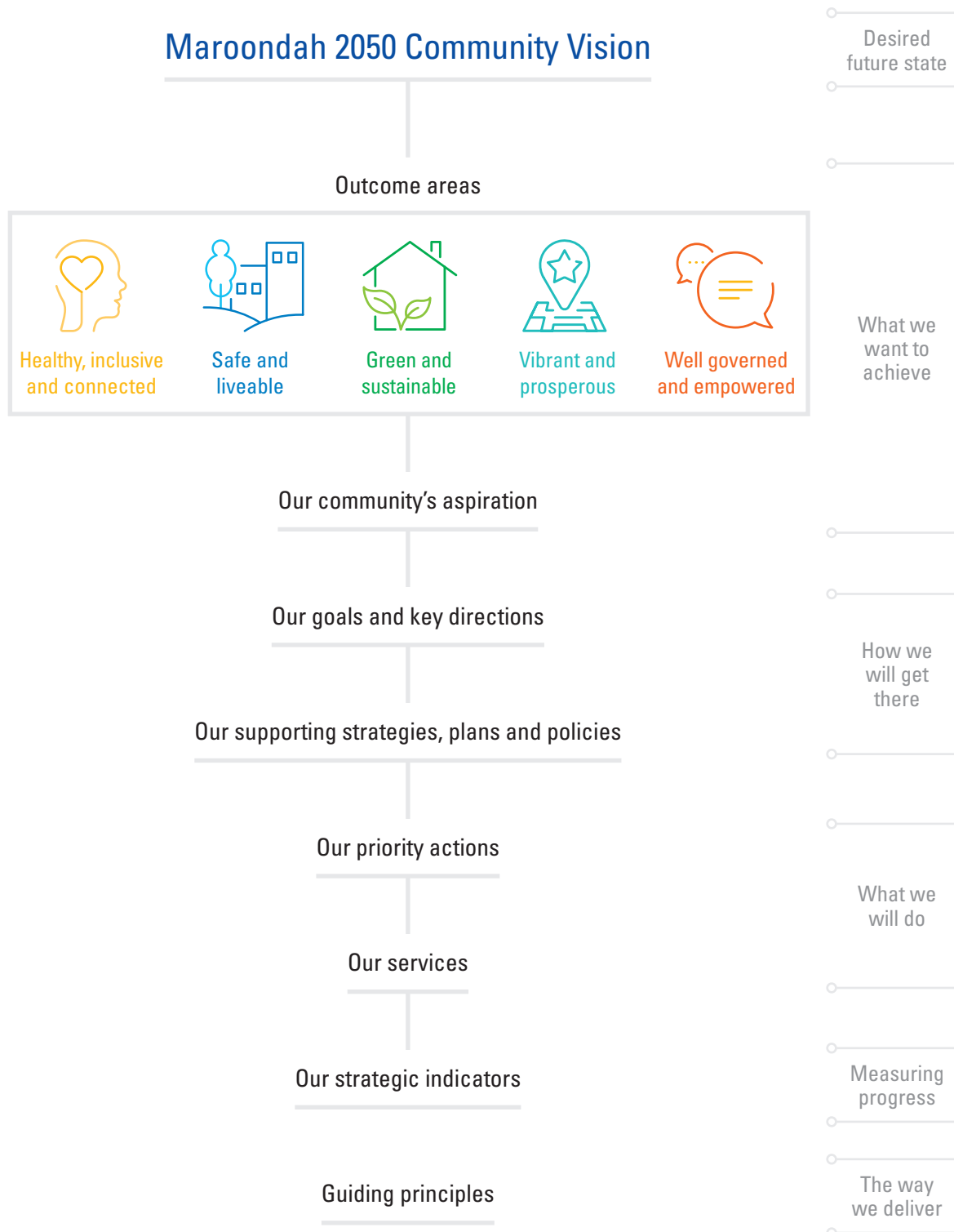
There are two types of indicators:

- **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.



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 Woiwurrung 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: Community Art project as part of Maroondah Festival 2024

Our priority actions

Priority actions	2025/26	2026/27	2027/28	2028/29
Determine Council's role in positive ageing and support for Maroondah's older people.				
Review, update and implement the <i>Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031</i> (including the Health and Wellbeing Action Plan). [^]				
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.				
Design and construct the redevelopment of The Rings and Ringwood Golf (subject to funding).				
Design and construct the Quambee Reserve tennis redevelopment.				
Work in partnership to plan for and support the Victorian Government kindergarten reforms, including advocating for funding at all levels of government for new and redeveloped facilities to enable these reforms in Maroondah.				
Design and construct the Croydon North Early Learning Centre (subject to funding).				

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

Source

¹ Victorian Population Health Survey

² Australian Bureau of Statistics Census of Population and Housing

³ Rental Report, Department of Families, Fairness and Housing

⁴ Internal data

⁵ Your Library Limited data

⁶ Local Government Community Satisfaction Survey

Our services

Aged and disability/Positive ageing

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

Community development

- Community grants program
- Community houses support
- Community gardens support
- Community safety initiatives
- Disability action planning and implementation
- Disability and carer support and advocacy
- Family and gender-based violence prevention
- First Peoples reconciliation
- Marginalised groups support and advocacy

Community health

- Immunisation service
- Food safety education and compliance
- Public health education
- Public health and wellbeing regulation
- Tobacco education and compliance
- Onsite wastewater systems management

Community wellbeing

- Community capacity building
- Croydon Community Wellbeing Precinct planning and coordination
- Mental health and wellbeing promotion
- Social research and policy development
- Social strategic planning and implementation (including public health and wellbeing)

Leisure and aquatics facilities

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

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

Libraries (managed by Your Library Limited)

- Book and resource borrowing
- Programs and activities for all community members
- Community outreach resources, activities and services
- Computer and internet access
- e-reading loans
- Genealogy programs
- Wi-Fi
- Social connection
- Dementia library resources

Maroondah golf courses and sportsfields

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

Maternal and child health

- Key age and stage visits from birth to preschool
- Maternal and child health drop-in sessions
- Saturday maternal and child health sessions
- Enhanced home visiting program
- Lactation support
- Sleep and settling information sessions
- Sleep and settling day stay program
- Early parenting support group
- Supported playgroups, including culturally and linguistically diverse (CALD) communities
- Infant Feeding, Active Play, and Nutrition (INFANT) program
- Parent education programs and resources
- Specialist services partnerships
- Toddler information sessions partnership
- Multicultural storytime partnership

Sport, recreation and events

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

Stadiums

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

Offering cricket, basketball, netball, volleyball, pickleball, and other sports.

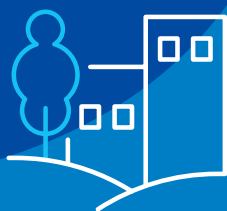
Youth and children's services

- Child safety lead
- Maroondah Occasional Child Care
- Children and family community events
- Children's services facility management
- Kindergarten support
- Early childhood sector professional learning programs
- Outreach and support for families who have recently arrived in Australia to enrol and participate in early childhood education
- Parenting information sessions and resources
- Youth centre provision and coordination
- Youth programs, 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 Strategy*
- *Children, Youth and Families Action Plan 2023-2025*
- *Equally Active Policy*
- *Equally Active Strategy 2019*
- *Health and Wellbeing Action Plan 2023-2025*
- *Maroondah Affordable and Social Housing Policy 2018*
- *Maroondah Disability Action Plan 2022-2026*
- *Maroondah Extreme Sports Strategy*
- *Maroondah Golf Strategy 2020-2030*
- *Maroondah Innovate Reconciliation Action Plan 2018* (under review)
- *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031* (under review)
- *Maroondah Tennis Strategy 2022-2032*
- *Melbourne East Regional Sport and Recreation Strategy 2022-2032*
- *Positive Ageing Framework and Action Plan 2021-2025*
- *Physical Activity Strategy 2024-2029*
- *Stadium Sports Strategy 2023*
- *Youth Strategy*





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: Aerial view of Aquahub and Croydon Library.

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). • Staley Gardens (subject to funding).				
Develop and implement masterplans for the Croydon and Ringwood East activity centres.				
Work in partnership to implement road improvement works at: • Eastfield Road, Railway Avenue and Morinda Street, Ringwood East. • Holloway Road, Croydon North. • Glenvale Road, Ringwood North.				
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
Community profile indicators	
Offence rate ¹	↓
Criminal incident rate ¹	↓
Family incident rate ¹	↓
Population density ²	N/A
Liveability rating ³	↑
Average distance to closest activity centre ³	↓
Dwellings within 400 metres of public open space ³	↑
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 ⁴	↑
Resident journeys using motor vehicles ⁵	↓
Resident journeys using sustainable transport ⁵	↑
Council performance indicators	
Pavement condition index (Council owned roads and footpaths) ⁴	6 to 8
Annual footpath construction ⁴	Maintain
Planning applications assessed within statutory timeframes ⁴	≥ 80%
Asset renewal and upgrade ⁴	40% to 130%
Community satisfaction with the appearance of public areas ⁶	↑
Community satisfaction with Council's general town planning policy ⁶	↑
Community satisfaction with local streets and footpaths ⁶	↑

Source

¹ Crime Statistics Agency

² .id (informed decisions)

³ Australian Urban Observatory

⁴ Internal data

⁵ Victorian Integrated Survey of Travel and Activity (VISTA)

⁶ Local Government Community Satisfaction Survey

Our services

Asset management

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

Asset projects and facilities

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

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

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

Engineering services

- Council asset protection
- Capital Works Program coordination and delivery (engineering component)
- Capital Works Renewal Program development and delivery
- Engineering development plan approvals
- Infrastructure/building site inspections/compliance
- Drainage, stormwater and flood management and strategic planning
- Traffic and transportation planning
- Engineering customer service and administration

Local laws

- Animal management
- Parking management
- Prosecutions and infringements review
- Safety and amenity
- School crossing management

Statutory planning

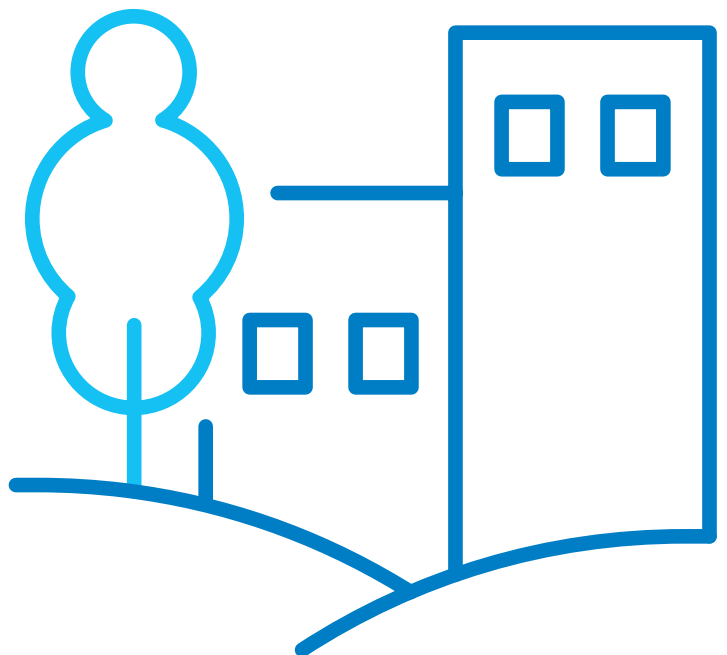
- Statutory planning applications
- Subdivisions and certifications
- Environmental planning applications and landscape assessments
- Planning compliance
- Planning customer service and administration
- Victorian Civil and Administrative Tribunal (VCAT), Building Appeals Board (BAB) and Magistrate Court 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

Our supporting strategies, plans and policies

- *Asset Plan 2025-2035*
- *Community Local Law 2023*
- *Croydon Major Activity Centre Parking Strategy*
- *Croydon Town Centre Structure Plan*
- *Domestic Animal Management Plan 2021-2025* (under review)
- *Heathmont Activity Centre Structure Plan*
- *Environmentally Sustainable Design Policy for Council Buildings and Infrastructure*
- *Maroondah Extended Outdoor Dining Policy*
- *Maroondah Gambling Policy 2018*
- *Maroondah Heritage Action Plan 2021*
- *Maroondah Housing Strategy 2022 Refresh*
- *Maroondah Parking Framework*
- *Maroondah Planning Scheme* (including *Municipal Strategic Statement*)
- *Maroondah Public Lighting Policy 2019*
- *Open Space Policy*
- *Open Space Strategy 2016*
- *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

Left: Brushy Creek, Croydon North.

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, as well as the expansion of the Container Deposit Scheme.				
Implement Council's <i>Sustainability Strategy 2022-2031</i> , including the development of a Climate Change 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 <i>Maroondah Habitat Connectivity Plan</i> .				
Work in partnership to deliver the staged implementation of the <i>Reimagining Tarralla Creek</i> project.		 STAGES 2 & 3		
Undertake flood mitigation works at: • San Remo Road, Ringwood North. • Possum Lane, Heathmont. • Erica Crescent, Heathmont.				
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
Community profile indicators	
Total area of natural habitat ¹	Maintain
Tree canopy cover ¹	Maintain
Municipal greenhouse gas emissions ²	↓
Council performance indicators	
Annual tree planting – bushland, street and park trees ¹	Maintain
Community members recording nature observations ³	↑
Environmental volunteers ¹	↑
Council renewable energy usage ¹	Maintain
Council greenhouse gas emissions ¹	↓
Waste diverted from landfill ¹	↑
Community satisfaction with waste management ⁴	↑
Community satisfaction with environmental sustainability ⁴	↑

Source

¹ Internal data

² Snapshot Climate

³ iNaturalistAU

⁴ 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 under Council management
- Wetland vegetation management

Park maintenance

- 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

Sustainability

- Carbon reduction strategic planning
- Climate change strategic planning
- Sustainability strategic planning
- Vegetation strategic planning
- Biodiversity strategic planning
- Transport strategic planning
- Carbon Neutral certification reporting
- 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)

Waste management

- Residential and commercial waste services
- Waste, recycling, and food and garden organics collection
- On call hard waste and bundled branch 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

- *Carbon Neutral Offsets Policy*
- *Carbon Neutral Strategy and Action Plan 2014/15-2020/21* (under review)
- *Climate Change Risk and Adaptation Strategy 2018/19-2021/22* (under review)
- *Domestic Wastewater Management Strategy 2023-2024* (under review)
- *Electric Line Clearance Management Plan*
- *Flood Management Plan for Maroondah City Council and Melbourne Water 2016*
- *Maroondah Vegetation Strategy 2020-2030*
- *Mullum Mullum Creek Biolink Action Plan 2025-2035*
- *Sustainability Strategy 2022-2031*
- *Waste, Litter and Resource Recovery Strategy 2020-2030* (under review)
- *Water Sensitive City Strategy*



Bushland maintenance at HE Parker Reserve, Heathmont.



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 Major 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: Reignite Croydon - Laneway Lights project. Gateway 3.0, 2024, Sam Songailo (image by Christian Capurro).

Our priority actions

Priority actions	2025/26	2026/27	2027/28	2028/29
Develop and implement Council's Creative Maroondah 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 Maroondah.				
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
Community profile indicators	
Maroondah businesses ¹	Maintain
Maroondah jobs ²	↑
Median weekly household income ²	↑
Residents with university, diploma or trade qualifications ²	↑
Residents working in local jobs ²	↑
Economic output ³	↑
Value non-residential building approvals ⁴	↑
Council performance indicators	
Creative places and precincts (Council owned) attendance ⁵	↑
Karralyka attendance ⁵	↑
Artists and creative groups supported to present their work ⁵	↑
Businesses engaged in support programs and business networks ⁵	↑
Satisfaction with business support programs ⁵	↑
Perceived value of BizMonth activity participation ⁵	↑
Perceived value of BizHub coworking participation ⁵	↑
Community satisfaction with arts centres and libraries ⁶	↑
Community satisfaction with community and cultural activities ⁶	↑
Community satisfaction with business/community development/tourism ⁶	↑

Source

¹ Australian Bureau of Statistics Counts of Australian Businesses

² Australian Bureau of Statistics Census of Population and Housing

³ REMPLAN

⁴ Australian Bureau of Statistics Building Approvals

⁵ Internal data

⁶ Local Government Community Satisfaction Survey

Our services

Activity centres

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

Arts and culture

- ArtSpace at Realm programming
- Maroondah Federation Estate Gallery exhibitions and programs
- Wyreena Community Arts Centre venue operations, tenancies, programs, and events
- Arts and cultural grants program
- Public art program and art collection management
- Community cultural development
- Local creative industry networks, training, and development

Bayswater Business Precinct

- Bayswater Business Precinct partnership (with Knox and Yarra Ranges Councils)
- Bayswater Business Precinct Transformation Strategy delivery

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 precinct planning and activation

- Creative placemaking and activation
- Cultural planning, strategies and policy
- Cultural precinct planning and development
- Major creative venue master plans

Karralyka precinct and services

- Karralyka theatre programs, functions, and special events
- Karralyka venue operations and hospitality services
- Maroondah Federation Estate venue management and bookings
- Meals on Wheels food production (Maroondah and Knox)
- K-Cafe management (Aquahub, Aquanation, Maroondah Federation Estate)
- Community halls facility management, bookings, and community licences

Our supporting strategies, plans and policies

- *Bayswater Business Precinct Transformation Strategy*
- *Maroondah Business Development Strategy* (under review)
- *Maroondah Arts and Cultural Development Strategy 2020-2025* (under review)
- *Maroondah Public Art Policy 2015* (under review)
- *Melbourne East 2020 Regional Plan*



Karralyka 2025 Theatre Season launch.



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 the 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: Customer Service team at Realm.

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 Service Strategy 2025-2029</i> .				
Develop and implement Council's Communications Strategy.				
Implement Council's <i>Property Management 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.		 		
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



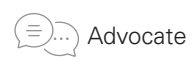
Design



Construct



Transition



Advocate



Trial



Investigate



Facilitate



Partner



Engage

Our strategic indicators

Indicator	Target/desired trend
Council performance indicators	
Expenses per property assessment ¹	\$2000 to \$5000
Average rate per property assessment ¹	\$700 to \$2000
Current assets compared to current liabilities ¹	100% to 400%
Unrestricted cash compared to current liabilities ¹	10% to 300%
Loans and borrowings compared to rates ¹	0% to 70%
Loans and borrowings repayments compared to rates ¹	0% to 20%
Non-current liabilities compared to own source revenue ¹	2% to 70%
Adjusted underlying surplus (or deficit) ¹	-20% to 20%
Rates compared to adjusted underlying revenue ¹	30% to 80%
Rates compared to property values ¹	0.15% to 0.75%
Employee turnover ¹	5% to 20%
Community satisfaction with overall performance of Council ²	↑
Community satisfaction with Council delivering value for money ²	↑
Community satisfaction with overall Council direction ²	↑
Community satisfaction with Council decisions ²	↑
Community satisfaction with Council enforcement of local laws ²	↑
Community satisfaction with Council customer service ²	↑
Community satisfaction with Council lobbying on behalf of the community ²	↑
Community satisfaction with Council consultation and engagement ²	↑
Community satisfaction with Council informing the community ²	↑

Source

¹ Internal data

² Local Government Community Satisfaction Survey

Our services

Communications and engagement

- Community communication planning and delivery
- Community engagement planning and delivery
- Maroondah News distribution (print and digital)
- Internal communication
- Promotion, branding and marketing
- Reputation and media management

Corporate planning

- 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
- ICT consultation and service review
- Cybersecurity
- Network and server infrastructure
- Software applications
- Video and audio calling systems
- Enterprise resource planning
- Business analysis and process improvement

Digital and online

- Council websites and intranet development and management
- Council social media management
- Electronic direct mail management
- Graphic design
- Signage and digital display design
- Multimedia and photography
- Reporting and analytics
- Surveys and forms
- Digital asset management

Emergency management

- Municipal emergency planning
- Community resilience building
- Emergency event support and assistance
- Local 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
- Strategic project analysis
- Financial and cost-benefit guidance
- Accounts payable

Governance

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

Information management

- Records management coordination
- Corporate record keeping system administration
- Mail receipt and distribution
- Record lifecycle archiving

Management accounting and payroll

- Financial planning, budgeting and forecasting
- Financial monitoring and reporting
- Grant management and acquittals
- Payroll management

People and culture

- Human resource advisory services
- Learning and development
- Occupational health and safety
- Organisational development
- Recruitment and selection
- Volunteers and placements
- Workcover and injury management
- Workforce relations

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 facility operations
- Civic and ceremonial function support

Risk management

- Risk registers coordination and administration
- Claims and insurance management
- Internal audit coordination
- Business continuity planning
- Fraud mitigation
- Information privacy management in accordance with the *Privacy and Data Protection Act 2014*
- Freedom of Information coordination
- Protected Disclosure Act coordination
- Personal Interest Returns coordination

Our supporting strategies, plans and policies

- *Annual Budget 2025/26*
- *Community Engagement Policy 2021*
- *Community Grants Policy*
- *Council Expenses Policy*
- *Councillor Gift Policy*
- *Customer Service Strategy 2021-2025* (under review)
- *Election Period Policy 2024*
- *Financial Plan 2025/26 to 2034/35*
- *Fraud and Corruption Control Policy*
- *Governance Rules*
- *Information Communication and Technology Strategy 2023-2027*
- *Interim Rates Financial Hardship Policy*
- *Maroondah City Council Complaints Policy*
- *Maroondah City Council guide to service standards and complaints handling*
- *Maroondah Gender Equality Action Plan 2021-2025*
- *Model Councillor Code of Conduct*
- *Municipal Emergency Management Plan 2023-2026*
- *Municipal Fire Management Plan 2023-2026*
- *Petitions Policy 2020*
- *Privacy Policy*
- *Procurement Policy*
- *Public Interest Disclosures Policy*
- *Public Transparency Policy 2020*
- *Revenue and Rating Plan 2025/26 to 2028/29*
- *Risk Management Framework*
- *Risk Management Policy*
- *Workforce People and Culture Strategy 2016-2020*
- *Workforce Plan for Maroondah City Council 2021-2025*

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 relationship between each Council service and the Maroondah 2050 Community Vision 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		•		•	•
Aged and disability	•				
Arts and culture	•	•		•	
Asset management		•	•		•
Asset projects and facilities	•	•			
Bayswater Business Precinct				•	
Building services		•			
Built environment		•			
Bushland management			•		
Business support				•	
Communications and engagement					•
Community development	•	•			•
Community health	•	•	•		
Community wellbeing	•	•			
Corporate planning					•
Creative precinct planning and activation	•	•		•	
Customer service					•
Cyber and technology					•
Digital and online					•
Emergency management	•	•	•		•
Engineering services		•	•		
Executive office					•
Financial accounting					•

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
Governance					•
Information management					•
Karralyka precinct and services	•	•		•	
Leisure and aquatics facilities	•	•			
Libraries (managed by Your Library Limited)	•			•	
Local laws		•			•
Management accounting and payroll					•
Maroondah golf courses and sportsfields	•		•		
Maternal and child health	•				
Park maintenance		•	•		
People and culture					•
Procurement					•
Property, revenue and valuation services		•			•
Realm operations	•			•	•
Risk management					•
Sport, recreation and events	•	•			•
Stadiums	•	•			
Statutory planning		•	•		
Strategic planning		•	•		•
Sustainability		•	•		
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.





Maroondah Edge indoor cricket training centre, Ringwood.

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 speaks in favour of, recommends, argues for a cause, supports or defends on behalf of others.

Annual Report: A report on the activities of Council over the previous financial year. The report includes a report of operations, audited financial statements and an audited performance statement.

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

Bayswater Business Precinct: 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 which are equal to or better than the best available on a state, national or international scale.

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

Biolink: A spatial grouping of habitat and pathways which are considered to be critical to the maintenance of connectivity for a range of groups of animals that share similar habitat and dispersal behaviour at a landscape scale.

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

BizMonth: A month-long event 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 undertaken to establish, renew, expand, upgrade and dispose of assets owned by Council in the community.

Carbon neutral certification: Endorsement that an entity has met the requirements of the Climate Active Carbon Neutral Standard.

Community engagement: The process of Council working with residents, businesses and community groups to listen to and address issues that impact their wellbeing. Council adopted principles regarding community engagement are outlined in the *Community Engagement Policy*.

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

Community grants: Council funding made available to local not-for-profit community groups and organisations to assist in the provision of activities and services not available through state, federal and private resources.

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

Community Satisfaction Survey: A Victorian Government survey conducted once a year 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 that ensures review and improvement practices are built into operational activities.

Corporate Management Team: A team comprising of the Chief Executive Officer and four Directors, responsible for overseeing and managing the operations of Council, and strategic and policy issues.

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

Council performance indicators: Measure and monitor the performance of Council in delivering services that are 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 which provides the medium-term framework for Council operations by outlining: the strategic direction of Council; strategic objectives for achieving the strategic direction; strategies for achieving the objectives for a period of at least the next four financial years; strategic indicators for monitoring the achievement of objectives; and a description of Council's 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: Describes the financial resources required to give effect to the Council Plan and other strategies and plans of Council and expresses them 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 Council operates as a decision making body, its relationship with the administration, and the ways in which Council engages with their 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 up areas of habitat.

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

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

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 that ensure all of Council's activities and financial resources are aligned in order to meet the aspirations, needs and expectations of the Maroondah community.

Key directions: The key policy areas and strategies of Council that guide Council service delivery and inform priority actions for each financial year. These 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: Links the importance of place to community health and wellbeing, sustainability and productivity through consideration of how natural and built environments, including availability and access to amenities, can support people living their best life.

Local Government Act 2020: Victorian Government legislation that outlines the intention for Councils to provide a democratic and efficient system of local government in Victoria. It provides Councils with the authority to meet the needs of their communities and provides the basis for an accountable system of local governance in Victoria.

Local Government Performance Reporting Framework (LGPRF): A Victorian planning and reporting framework that seeks to provide a comprehensive picture of Council performance. The framework comprises four indicator sets: service performance, financial performance, sustainable capacity, and governance and management.

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

Major Activity Centre: A place that provides a suburban focal point for services, employment, housing, public transport and social interaction.

Maroondah Community Panel: A representative group of Maroondah community members that participated in a series of workshops to make recommendations regarding 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) intended to provide a diverse range of jobs, activities and housing for regional catchments that are well served by public transport. The centre plays a major service delivery role, including government, health, justice and education services, as well as retail and commercial opportunities.

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 conjunction 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 (i.e. Heathmont, Ringwood East).

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, involving a series of specific steps, to implement the outcomes and key directions of an overarching strategy.

Policy: A set of principles which detail Council's position on a matter and which are intended to influence and provide direction for Council decisions, actions, programs and activities.

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

Priority actions: Initiatives to be undertaken by Council that will significantly contribute to the achievement of the four-year Council Plan key directions. 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 authorities, accessible to the public for community outdoor use or environmental protection.

Rates and charges: Income received from ratepayers in relation to general rates, garbage rates 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 appropriate procedures to minimise or eliminate the risk of adverse effects resulting from future events and activities. Principles for managing risk are set out in the Australian Standards for risk management (AS/NZS ISO 31000:2018).

Service Area 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 captures 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 identify how successful the initiatives of Council, businesses, community groups and individuals have been in working towards 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 an 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: A geographical area which provides a fair and equitable division of a local government area.

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



Celebrate Maroondah Superhero Sunday event, Athelstane Reserve.

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: The number of visits to Council owned Maroondah aquatic facilities per head of municipal population.

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

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

Enhanced Maternal and Child Health Program assistance: The 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 resident municipal population who are registered library members.

Maternal and Child Health service participation: The 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 from persons in receipt of 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: The 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 offenses, 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 that are 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 within Maroondah which are 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 being excluded 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 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.

Planning applications assessed within statutory timeframes: Percentage of regular and VicSmart planning application decisions made within legislated time frames.

Population density: The 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.

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

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 CO₂-e emissions of Maroondah City Council each year which are within the emissions boundary listed in the annual Climate Active Public Disclosure Statement. Quantified emissions include: 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 provided by Maroondah's environmental volunteers attending working bees.

Municipal greenhouse gas emissions: Total tonnes of CO₂-e emissions of the entire Maroondah municipality each year.

Total area of natural habitat: Total land area in Maroondah (hectares) 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: The fraction of ground area covered by the vertical projection of tree crown perimeters.

Waste diverted from landfill: Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.



Tarralla Creek, Croydon.

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: The total value of goods and services produced by businesses/organisations within Maroondah.

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

Maroondah businesses: The total number of actively trading business in the municipality at the end of each financial year (30 June).

Maroondah jobs: The 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. it represents the mid-point).

Perceived value of BizHub coworking participation: Self-reported value participants derive from participating in BizHub coworking.

Perceived value of BizMonth activity participation: Self-reported value participants derive from participating 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 (i.e. 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).

Current assets compared to current liabilities: Total assets that Council expects to recover or realise within the next 12 months as a percentage of the total obligations or liabilities of Council that are due to be settled, or paid, within the next 12 months. This measures Council's ability to pay existing liabilities in the next 12 months. A percentage greater than 100% means 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 rates: 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 Council revenue from general rates, municipal charges, service rates and service charges (e.g. garbage, recycling and organic charges) levied on rateable properties.

Loans and borrowings repayments compared to rates: Interest and principal repayments on the interest bearing loans and borrowings of Council as a percentage of Council revenue from general rates, municipal charges, service rates and service charges (e.g. garbage, recycling and organic charges) levied on rateable properties.

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 twelve months as a percentage of Council total revenue excluding revenue which is not under the control of Council (including government grants).

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.

Unrestricted cash compared to current liabilities: Total cash and cash equivalents of Council that are not restricted as a percentage of the total obligations or liabilities of Council that are due to be settled, or paid, within the next 12 months.





Maroondah Festival 2024, Croydon

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