Maroondah City Council
Council Plan 2017-2021
2020/21 Update



MAROONDAH 2040



Contents

Welcome to the Council Plan 2017-2021	4
Message from the Mayor and Chief Executive Officer	5
What we have already achieved	6
Maroondah at a glance	8
Our City	10
Our Council	15
Our Vision	22
Our commitments	29
A safe, healthy and active community	30
A prosperous and learning community	34
A vibrant and culturally rich community	38
A clean, green and sustainable community	42
An accessible and connected community	46
An attractive, thriving and well built community	50
An inclusive and diverse community	54
A well governed and empowered community	58
Our integrated service delivery	62
Our Priority Actions 2017/18 to 2020/21	64
Strategic Resource Plan	74
Financial Statements	78
Glossary of terms	90

Welcome to the Council Plan 2017-2021

The *Council Plan 2017-2021* is Maroondah City Council's medium-term strategic document that sets key directions and priority actions to work towards the long-term community vision outlined in *Maroondah 2040 'Our future together'.*

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

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

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

In response to the COVID-19 pandemic Council has adapted many of its services to continue to support our community. Council will continue to adapt, with a focus on social and economic relief and recovery.

Acknowledgement of Country

Maroondah City Council in the spirit of Reconciliation, acknowledges the Traditional Owners of the land now known as 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 honour and pay our respects to their Elders, past, present and emerging.

Message from the Mayor and Chief Executive Officer

On behalf of Maroondah City Council, we are pleased to present the 2020/21 update to the *Maroondah City Council Plan 2017-2021*.

The community's vision as outlined in *Maroondah 2040 'Our future together'* is the foundation from which Council shapes its long-term plans for the municipality. Maroondah 2040 was adopted in 2014, following extensive community and key stakeholder consultation. This Vision has recently been refreshed to ensure ongoing alignment with emerging trends, community needs and aspirations.

The Council Plan plays a vital role in shaping the future for Maroondah over the four year period and lists the major activities to be undertaken to ensure the work and priorities set by Council align with the community's vision. It also highlights the key directions which underpin the planning and budget blueprints for the Maroondah community, including our response to the COVID-19 pandemic.

The community aspirations, key directions and priority actions are grouped under the eight broad outcome areas of Maroondah 2040 and provide the structure for the Council Plan. Significant projects identified for delivery include:

- Establish a regional cricket hub at Jubilee Park sporting precinct.
- Plan and implement the Dorset Recreation Reserve and Eastfield Park Enhancement Plans and undertake staged redevelopment works.
- Develop the Maroondah Liveability and Wellbeing Strategy 2021-2031 (incorporating the Municipal Public Health Plan).
- Develop and implement a COVID-19 Recovery Plan, following community consultation and engagement.
- Design the Karralyka Centre redevelopment, and undertake staged redevelopment works.
- Design and construct multi-level carparks in Croydon; Ringwood; Heathmont; and at Heatherdale station.
- Develop a new Croydon Structure Plan (including urban design guidelines) and commence preparation of a planning scheme amendment to incorporate the policy into the Maroondah Planning Scheme.



- Undertake a staged development of the Croydon Community Wellbeing Precinct.
- Implement the new Local Government Act 2020
- Following the Council election, prepare a new Council Plan 2021-2025

The Council Plan includes a Strategic Resource Plan which notes the linkages between Council's strategic objectives and actions and service delivery to the community. The Plan also documents the physical, human, and financial resources required by Council.

In the years ahead, Council will take a lead role in Maroondah's recovery from the COVID-19 pandemic, ensuring our City remains a great place to live, work, play and visit.

Cr Mike Symon
Mayor

Steve Kozlowski
CEO

What we have already achieved

Since the adoption of the *Council Plan 2017-2021* in June 2017, Council has been working to implement a broad range of priority actions.

In 2019/20 Council's achievements included:

- commencing the development of a Children and Families Strategy
- developing a second Youth Strategy Action Plan 2019-2021
- commencing a strategic review of shopping centres in Maroondah and developing a Community Shopping Centre Strategy
- working with partners of Together for Equality and Respect to prevent violence against women in Maroondah, including participation in the *16 Days of Activism* campaign
- commencing a strategic review of Maroondah Golf
- reconstructing the Quambee Reserve number 1 oval
- working in partnership to implement the Bayswater Business Precinct Strategy
- developing and promoting the BizHub Co-Working space
- integrating the Croydon customer service centre into Croydon library
- finalising the Maroondah Vegetation Review
- undertaking renewal works on the Dandenong Creek shared trail
- commencing working in partnership to redesign Tarralla Creek
- introducing an Environmentally Sustainable Development policy into the Maroondah Planning Scheme



Croydon Town Square



Maroondah Nets

- accelerating Council's footpath construction program
- continuing to advocate to the Australian and Victorian Governments for provision of new and upgraded major transportation infrastructure in Maroondah
- continuing the implementation of the Greening the Greyfields project to facilitate a sustainable approach to urban redevelopment
- commencing development of a new Croydon Structure Plan
- commencing the staged redevelopment of Croydon Community Wellbeing Precinct
- completing a municipal-wide review of Council's neighbourhood character and heritage controls
- continuing to implement the new Ringwood Metropolitan Activity Centre Masterplan
- commencing the development of a new Customer Service Strategy that will continue to advance Council's commitment to be highly responsive and customer-focused
- undertaking a review of *Maroondah 2040 'Our future together'*
- undertaking a review of Council's Community Engagement Policy
- completing the update of Council's administrative facilities.

Maroondah at a glance



Maroondah is home to...

- 118,558 people
- 45,665 households
- 9000 businesses
- 35 neighbourhood centres

We provide...

- 129 public playgrounds
- 26 facility playgrounds
- 3 skate parks
- 3 aquatic centres
- 2 golf courses
- 2 indoor sports stadiums
- 3 arts & cultural centres
- 2 libraries
- 557 parks & reserves
- 51 sporting ovals



We maintain...

478.4kms of local roads

785kms of stormwater drainage pipes

38kms of shared trails

77,914 street trees

632kms of footpaths

Our City

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east, 22 kilometres from the Central Business District. The area is a substantially developed peri-urban residential municipality, with an estimated population of 118,558 residents and 45,665 households with an average of 2.58 people per household.

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

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

Maroondah has the strategic advantage of being located at the north-eastern junction of the Eastern Freeway - EastLink corridor. There are two train lines and a large number of bus routes linking the City with other regions. Our sustainable transport links continue to expand, with on-road cycling paths and 38km of shared trails, including the Mullum Mullum Creek Trail, the EastLink Trail, Taralla Creek Trail and the Dandenong Creek Trail.



Location of the City of Maroondah



Aerial view of Aquanation, looking south and Ringwood multipurpose pavilion and soccer pitch, located at Jubilee Park

Our history

The first settlers to the area prior to European colonisation were the Indigenous Australians of the Kulin nation approximately 40,000 years ago.

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

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

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

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

During its early days, Croydon was part of the Shire of Lillydale's South-West Riding. Unlike some neighbouring towns, it had not been planned and proclaimed a town by the Department of Crown Lands and Survey, but resulted from the private subdivision of crown land in the Parishes of Warrandyte, Mooroolbark and Ringwood. Severance of Croydon from Lillydale Shire was requested in 1957 since it was the most densely populated part of the Shire. The Shire of Croydon was declared in 1961.

Considerable suburban expansion during the post-war period gave rise to the declaration of the City of Ringwood in 1960 and formal recognition as part of the broader metropolitan region. Eastland was established in 1967 as a major 'new format' retail centre. In 1971, the City of Croydon was declared, reflecting increased residential development and population growth in this area.

Maroondah City Council was formed on 15 December 1994 by the amalgamation of the former Cities of Croydon and Ringwood, and parts of the former Shire of Lillydale and the former City of Doncaster and Templestowe. The term 'Maroondah' is named after an aboriginal word meaning 'leaf' which symbolises the green environment of the city.

Our community

Maroondah has an estimated population of 118,558 residents and 45,665 households with a similar age structure to the State's average.

Compared with metropolitan Melbourne, Maroondah has a slightly higher proportion of residents aged 50 and over and a lower proportion of residents aged between 18 to 35 years.

Cultural diversity in Maroondah continues to increase with 23.1% of people born overseas. Over the past five years there has been a decrease in the number of overseas immigrants arriving from the UK and the Netherlands, and an increase of overseas migrants from China, India, Burma (Myanmar), Malaysia and Sri Lanka. Maroondah is now home to the largest Burmese community in Melbourne's eastern region.

There is a strong sense of community participation within Maroondah embodied by a large number of committed volunteers. More than two thirds of parents in Maroondah are actively involved in their local schools and one third of Maroondah's residents are members of organised community groups.



Cultural cooking demonstration at Maroondah Festival 2019

Our environment

Maroondah has 42 bushland reserves that offer residents and visitors the enjoyment of wildflowers, wildlife, bush walks and wetlands. 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.

There are many areas of recreational open space in Maroondah. The City has 557 parks and reserves with 51 sports ovals. Open space areas include two golf courses, 129 public playgrounds, three skate areas, and five outdoor exercise equipment locations. Mobility and connectiveness is supported by 38kms of shared trails associated with these open space areas.

Maroondah's residents and businesses are great recyclers: over 24,000 tonnes of recycling and green waste was diverted from landfill in 2018/19. Maroondah continues to have a high diversion rate (over 53%) of waste from landfill.

Our economy

Over 9,000 businesses operate within the City, with small business comprising over 96% of these organisations. The majority of businesses are in the construction, property and business services; finance and insurance; retail trade; and manufacturing sectors.

The largest industry employers are the manufacturing, retail trade and health care sectors. In total, businesses in Maroondah provide employment for 44,000 people and the municipality has a gross regional product (GRP) of $6.14 billion.

Maroondah has two major retail centres at Croydon and Ringwood, with Ringwood being one of the largest in Melbourne. In addition, a range of key service and retail precincts are clustered along the Maroondah Highway corridor and 35 neighbourhood centres are spread throughout the municipality.

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

The Bayswater Business Precinct (BBP) is one of Melbourne's most established and influential employment and business locations. Home to over 4,800 businesses and employing more than 30,000 people, the BBP is the second largest employment precinct in Melbourne's East.

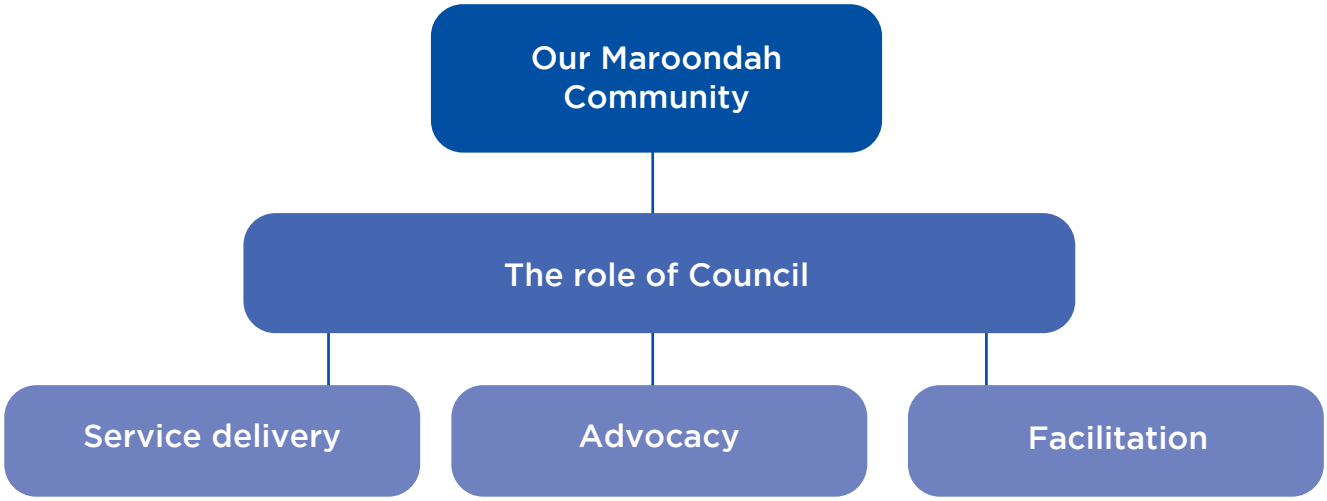
Well known across Australia and internationally for its skills in heavy vehicle, fibreglass, metals, pharmaceuticals, medical technology, defence and construction, the BBP is an economic powerhouse which contributes more than $14 billion to the local and Victorian economies. Renowned as a hub for innovation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

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


STAZIONE

Our Council

Our role and function



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

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

At Maroondah City Council, our role is to:

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

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

Our Councillors and Wards

The municipality is divided into three wards: Arrabri, Mullum and Wyreena. Each ward is represented by three Councillors.

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

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

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



Arrabri Ward



Cr Tony Dib OAM JP
Mobile: 0438 515 089
tony.dib@
maroondah.vic.gov.au
Sworn in February 2010



Cr Paul Macdonald
Mobile: 0436 001 760
paul.macdonald@
maroondah.vic.gov.au
Elected in October 2016



Cr Kylie Spears
Mobile: 0436 003 660
kylie.spears@
maroondah.vic.gov.au
Elected in October 2016

Mullum Ward



Cr Nora Lamont
Mobile: 0428 394 581
nora.lamont@
maroondah.vic.gov.au
First elected in November 2008



Cr Samantha Mazzuchelli
Mobile: 0408 145 110
samantha.mazzuchelli@
maroondah.vic.gov.au
First elected in November 2012



Cr Mike Symon (Mayor)
Mobile: 0436 002 080
mike.symon@
maroondah.vic.gov.au
Elected in October 2016

Wyreena Ward



Cr Tasa Damante
Mobile: 0436 704 819
tasa.damante@
maroondah.vic.gov.au
Sworn in July 2018



Cr Marijke Graham (Deputy Mayor)
Mobile: 0418 109 015
marijke.graham@
maroondah.vic.gov.au
Elected in October 2016



Cr Rob Steane
Mobile: 0407 519 986
rob.steane@
maroondah.vic.gov.au
First elected in November 2008

An open invitation

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

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

Councillor representation

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

Council led bodies/advisory groups have been initiated by Council and are serviced administratively. They typically consider in-depth issues that are related to Council policy or activities. Their primary purpose is to advise Council on various issues. An extension of these committees has been the development of internal committees with a large degree of community representation.

External bodies where Council participates are outside the control of Council, as they operate under their own charter and determine their own procedures, policies and practices. In these instances, Council involvement is to participate and influence the activities of those external groups where activities are in Maroondah's interest.

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

Council Committees

Council committee	Council representatives
Arts Advisory Committee	Cr Spears, Cr Graham and Cr Symon
Audit And Risk Advisory Committee	The Mayor of the Day and Cr Spears
Disability Advisory Committee	Cr Spears and Cr Dib Substitute Representative, Program Manager Community Planning & Development
Maroondah Business Advisory Committee	Cr Spears, Cr Steane and Cr Damante
Maroondah Community Safety Committee	Cr Lamont, Cr Steane and Cr Macdonald. Substitute Representative, Community Safety Officer
Maroondah Partners In Community Wellbeing Committee	Cr Mazzuchelli and Cr Damante Substitute Representative, Social Planning & Development Officer and Program Manager Community Planning & Development
Maroondah Environment Advisory Committee	Cr Mazzuchelli, Cr Graham and Cr Macdonald
Maroondah Age-friendly Cities & Communities Network	Cr Dib, Cr Lamont and Cr Graham

External Committees

External committee	Council representatives
Eastern Affordable Housing Alliance	Cr Dib Substitute Representative, Program Manager Community Planning & Development and/or Manager Integrated Planning
Eastern Alliance For Greenhouse Action	Cr Graham Substitute Representative, Cr Macdonald, the Director Planning & Community and/or Manager Integrated Planning
Eastern Regional Group – Mayors and CEO's	The Mayor of the Day, the Deputy Mayor of the Day and the Chief Executive Officer Substitute Representative, Cr Spears
Eastern Regional Libraries Corporation	Cr Spears and Cr Damante Substitute Representative, Cr Macdonald, in addition to the Director Corporate Services (or nominee) and Manager Revenue, Property & Customer Service
Eastern Transport Coalition	Cr Damante Substitute Representative, Cr Graham and the Transport & Sustainability Planner and/or Team Leader Strategic Planning & Sustainability
Local Government Safe Cities Network	Cr Steane Substitute Representative, Cr Lamont
Maroondah Communities of Wellbeing Steering Committee	Cr Mazzuchelli and Cr Graham Substitute Representative, Manager Integrated Planning
Metropolitan Local Governments' Waste Forum	Cr Symon Substitute Representative, Director Corporate Services, Manager Finance & Governance, and Waste Management Co-ordinator
Municipal Association of Victoria State Council	Cr Symon Substitute Representative, Cr Spears
METEC (Metropolitan Training Education Centre Inc.)	Cr Lamont Substitute Representative, Cr Mazzuchelli
Victorian Local Government Women's Charter	Cr Mazzuchelli, Cr Graham, Cr Spears, Cr Lamont, Cr Damante and the Director Corporate Services

The Council organisation

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

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

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

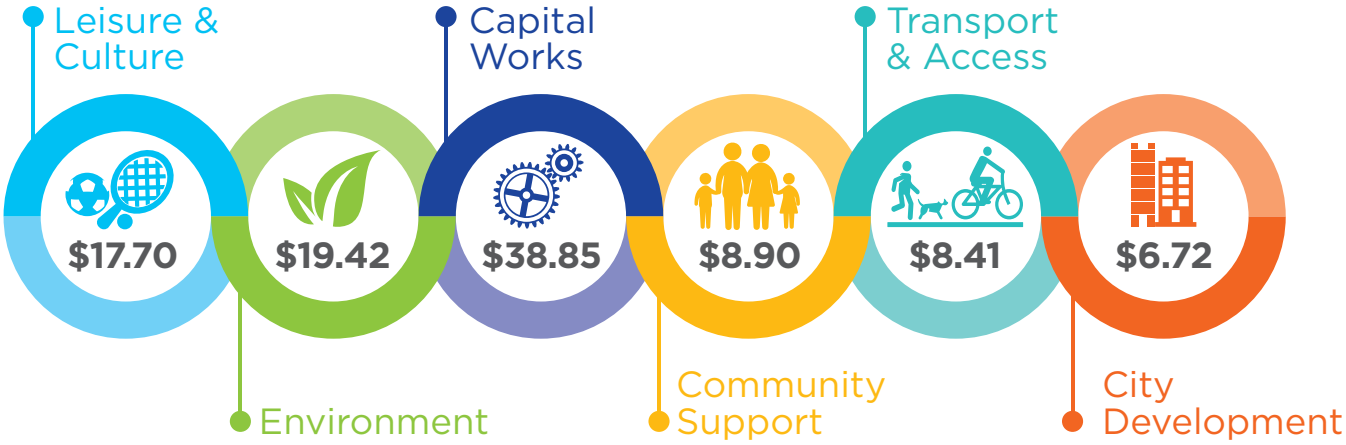
Performance and values

Councillors review the performance of the CEO, while the CEO reviews the performance of Directors and Service Area Managers. Employee activities are strongly guided by Council's six values: Accountable; Supportive; Perform; Inclusive; Respected; and Excellence.

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

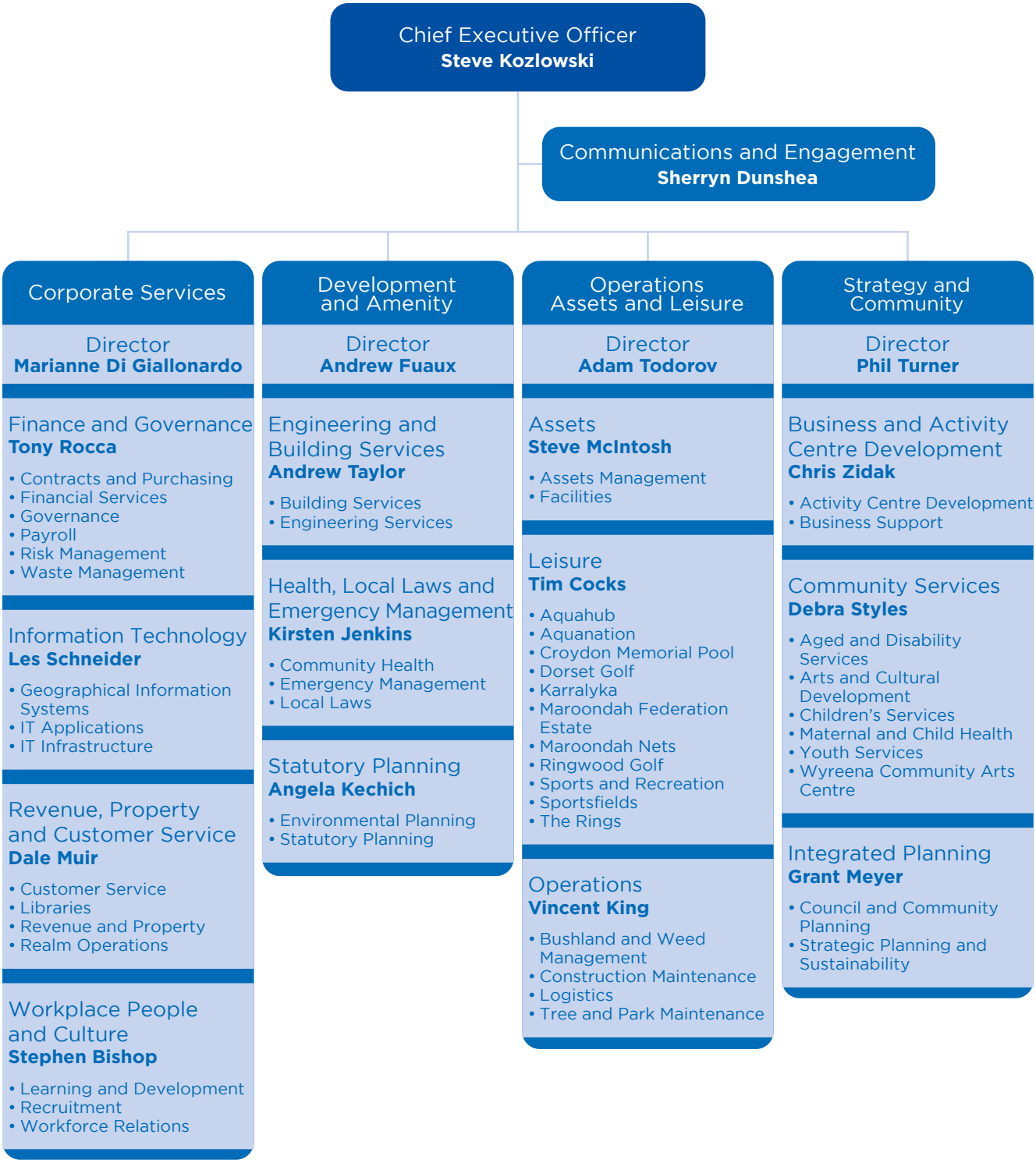
Your rates and charges at work

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



Council's organisational structure

The following organisation chart details the structure of Maroondah City Council as at 30 June 2020.



Our Vision

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



Our future outcomes

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

A safe, healthy and active community

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

A prosperous and learning community

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

A vibrant and culturally rich community

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

A clean, green and sustainable community

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

An accessible and connected community

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

An attractive, thriving and well built community

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

An inclusive and diverse community

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

A well governed and empowered community

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

Organisational Vision

We will foster a prosperous, healthy and sustainable community.

Our Mission

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

Our Enablers

- Our people are adaptable, capable, positive and engaged.
- Our service is people-focused, proactive, integrated and responsive.
- Our approach is collaborative, strategic, sustainable and best practice.

Our Values

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



Seniors Festival Day at Karralyka

How we plan

Council's strategic documents are linked to an Integrated Planning Framework. The Framework seeks to ensure Council's activities and resources are aligned in order to meet the aspirations, needs and expectations of the Maroondah community.

Maroondah 2040 'Our future together' and the *Council Plan 2017-2021*, along with associated legislation and regulatory requirements provide the direction for Council strategy, policies, plans and service delivery.

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

The Framework includes a number of other key planning documents, the Long Term Financial Strategy and Annual Budget, as well as a range of supporting strategies and policies adopted by Council.

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



Maroondah 2040

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

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

Under each of these outcomes, a range of key directions have been identified that are high level strategies aimed at guiding the activities of Council and the community in working toward the achievement of the vision.

Council has recently undertaken a review of *Maroondah 2040 'Our future together'* in consultation with the Maroondah community. The refreshed Community Vision was adopted in June 2020.

Council Plan

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

The Council Plan outlines the role of Council in delivering on *Maroondah 2040 'Our future together'.*

Other major plans

In addition to *Maroondah 2040 'Our future together'* and the *Council Plan 2017-2021*, there are a range of other strategic documents that have a significant influence on Council service delivery and the Maroondah community.

These include:

- **Municipal Strategic Statement** – provides a clear, concise statement of land use issues and directions, and outlines a vision for the future development of the municipality.
- **Maroondah Health and Wellbeing Plan** – provides directions and guidelines for working towards the improved health and wellbeing of the Maroondah community.
- **Municipal Emergency Management Plan** – addresses the prevention of, response to and recovery from emergencies within the municipality of Maroondah.

There are also many other strategies and plans that contribute to the delivery of outcomes and key directions within *Maroondah 2040 'Our future together'* and the *Council Plan 2017-2021.*



Service Delivery Plans

The provision of strategic direction through *Maroondah 2040 'Our future together'*, the *Council Plan 2017-2021*, and the *Long Term Financial Strategy* sets direction for detailed service delivery plans across each of Council's service areas. These plans are reviewed annually to meet community needs and expectations.

Long Term Financial Strategy

The *Long Term Financial Strategy* takes the outcome areas and key directions as specified in the *Council Plan 2017-2021* and expresses them in financial terms over a rolling 10 year period.

Annual Budget

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

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

Key Principles

Overarching governance principles

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

Charter of Human Rights

Council recognises and protects the rights, interests and responsibilities of individuals, the community, and public bodies in the City of Maroondah in accordance with the *Charter of Human Rights and Responsibilities*. Council's strategies, policies and decision-making procedures are compatible with the Charter of Human Rights. Council aims to ensure that it pursues a human rights approach across all areas of Council activity.

Risk Management

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

Community engagement

Council is committed to engaging with its community in a meaningful, accountable, responsive and equitable way. Maroondah's *Community Engagement Policy 2015* is a formal expression of Council's commitment to engaging the Maroondah community through the use of appropriate, effective and inclusive practices.

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

Community engagement is defined as the range of opportunities for public involvement in Council decision-making, relationship building and community strengthening. Often engagement processes support two or all three of these objectives. Community engagement is achieved when the community is, and feels, part of a process.

Council's Community Engagement Policy is built upon a set of commitments that guide the planning, development, implementation, evaluation and continuous improvement of community engagement processes.

These commitments are based on core values identified by the International Association for Public Participation and will be undertaken in accordance with Council's *Privacy Policy*.

To support the implementation of this Policy, Council has developed a Community Engagement Toolkit which is designed to assist Council service areas, teams and employees who wish to undertake community or stakeholder engagement for a specific purpose. The Toolkit resources are intended to provide guidance through the planning, implementation and evaluation of a successful and valued community engagement process.

The *Local Government Act 2020* and a range of other legislation set out minimum requirements for some specific consultations.

The preparation and adoption processes for both the Council Plan and the Annual Budget are subject to compliance with Section, 90, 94-96 of the Act. In many instances, Council will go above and beyond the minimum requirements of the Act to gain a strong understanding of our community's wants and needs to ensure we are achieving the best possible outcomes for our community.



Community engagement at the 2019 Maroondah Festival Cafe Consult precinct

Our commitments

How this section works

The Council Plan is divided into eight future outcome areas, each with a set of key directions (strategies), annual priority actions, strategic indicators and supporting strategies and plans. The priority actions identified work towards the achievement of the key directions, and ultimately toward the outcomes and vision outlined in *Maroondah 2040 'Our future together'*. A range of Council activities linked to these key directions and Council Plan priority actions are reported in Council's Annual Report.

For each of the eight Maroondah 2040 outcome areas within the *Council Plan 2017-2021*, there is:

The vision

Describes where the community would like the municipality to be by the year 2040 in relation to this future outcome.

Key Directions

Identifies key Council strategies that work towards the achievement of preferred future outcomes identified in *Maroondah 2040: 'Our future together'.*

Priority actions

Highlights priority activities to be undertaken by Council over the 2017-2021 period that will contribute to the achievement of the preferred outcome outlined in *Maroondah 2040: 'Our future together'.*

Council Plan Indicators

List a number of Council driven performance measures that help monitor progress made towards the achievement of preferred future outcomes identified in *Maroondah 2040: 'Our future together'* over the 2017-2021 period.

Supporting policies, strategies and plans

These supporting policies, strategies and plans contribute to the delivery of the and ultimately work toward the outcomes and vision outlined in *Maroondah 2040: 'Our future together'*.



2019 Run Maroondah at HE Parker Reserve

A safe, healthy and active community

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

Key Directions

A safe community

1.1 Work in partnership to address community safety and implement initiatives aimed at improving the actual and perceived safety of the community

1.2 Plan and advocate for the application of community safety principles that facilitate a safe built environment

1.3 Promote and facilitate safer cultures relating to alcohol, tobacco and other drugs

1.4 Advocate and work in partnership on initiatives to minimise gambling related harm

1.5 Advocate and support initiatives for the prevention of violence against women, children and seniors and vulnerable community members

A healthy community

1.6 Promote the health and wellbeing of the community through accessible and affordable initiatives and services that respond to community needs

1.7 Work in partnership to develop integrated health, leisure and community service hubs that support the needs of community members of all ages, abilities and backgrounds

1.8 Work in partnership to address and promote awareness of mental health and embrace a prevention focus that builds the resilience of the community

1.9 Promote community wellbeing by supporting and empowering local community groups, sporting clubs and special interest groups across Maroondah

1.10 Work in partnership to implement a preventative approach to addressing chronic and communicable diseases, public health and food safety

1.11 Advocate and support the establishment and growth of an integrated regional health precinct with increased provision of primary, allied and specialist treatment services and facilities

1.12 Work in partnership with local communities to enhance food security and healthy eating

An active community

1.13 Promote physical activity by supporting education initiatives and providing a diverse range of accessible active and passive open spaces, state of the art sporting precincts and integrated recreation facilities

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

Council Plan Indicators

- Participation in the Maternal and Child Health service (first home visit)
- Attendance at Council aquatic and leisure facilities as a proportion of the residential population
- Community satisfaction with recreation facilities

Supporting policies, strategies and plans

- *Children and Families Strategy* (currently under development)
- *Domestic Animal Management Plan 2017-2021*
- *Maroondah Gambling Policy 2018*
- *Maroondah Health and Wellbeing Plan 2017-2021*
- *Melbourne East Regional Sport and Recreation Strategy 2016*
- *Open Space Policy 2016*
- *Open Space Strategy 2016*
- *Physical Activity Strategy 2015-2020*
- *Youth Strategy*





A safe, healthy and active community

Priority Actions 2017 – 2021

Major Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Design and construct sporting/multipurpose pavilion redevelopments at HE Parker Reserve, Silcock Reserve, and Proclamation Park; and at Springfield and Ainslie Park	✓	✓	✓	•*
Establish a regional cricket hub at the Jubilee Park sporting precinct		✓	✓	•*
Undertake a strategic review of Maroondah Golf			✓	•*
Plan and implement the Dorset Recreation Reserve and Eastfield Park Enhancement Plans and undertake staged redevelopment works			✓	•*
Develop a Maroondah Liveability and Wellbeing Strategy 2021-2031 (incorporating the Municipal Public Health Plan)				•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Other Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Work with partners of Together for Equality and Respect (TFER): A Strategy to Prevent Violence Against Women in Melbourne East to prevent violence against women in Maroondah, including participation in the 16 Days of Activism Campaign			✓	•*
Work in partnership to enhance the Maroondah Hoarding & Squalor website enabling it to become a statewide resource				•*
Develop and deliver services in the Croydon Community Wellbeing Precinct				•*
Implement Council's annual sportsfield improvement program				•*
Implement changes to emergency management legislation and outcomes of Local Government Victoria's Councils and Emergencies project				•*
Implement the changes that result from the reform of the Environment Protection Act			→	•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Completed Initiatives 2017/18 to 2019/20

Council Plan Priority Action	17/18	18/19	19/20
Undertake sportsfield reconstruction works at Jubilee Park and Quambee Reserve No 1 oval	✓		✓
Complete the design works, undertake operational readiness planning and construct the $16.5m Maroondah Nets	✓	✓	
Develop a Gender Equity Policy/Statement	✓		
Finalise a new Gaming Policy and commence preparation of a planning scheme amendment to incorporate the policy into the Maroondah Planning scheme	✓	✓	
Undertake works to implement CCTV in Croydon Town Centre, including detailed design and documentation, along with the supply and installation of cameras	✓	✓	
Prepare a new Maroondah Health and Wellbeing Plan 2017-2021	✓	✓	
Amend planning controls relating to alcohol density through participation in the South East Melbourne Councils Alliance (SEMCA) alcohol density project	✓	✓	✓
Develop a new Municipal Emergency Management Plan			✓
Develop a second Youth Strategy Action Plan 2019-2021			✓

Priority Actions in bold are Major Initiatives



Volleyball at Maroondah Nets



BizHub Coworking Space at Realm

A prosperous and learning community

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

Key Directions

A prosperous community

2.1 Advocate and promote key business opportunities and the competitive strengths of Maroondah and the outer eastern region

2.2 Work in partnership to promote the diversification and mobilisation of Maroondah's economy to enable local employment opportunities for people of all ages, abilities and backgrounds

2.3 Promote and leverage the strategic location and unique roles of the Ringwood Metropolitan Activity Centre, the Croydon Activity Centre and the Bayswater Business Precinct

2.4 Advance business development and support for small and medium business enterprises through facilitating partnerships, collaboration, peer support, mentoring, training, and knowledge sharing

2.5 Establish and enhance business resource hubs to empower local business, encourage innovation and support alternative modes of employment

2.6 Embrace a place-based approach to the revitalisation, and activation and promotion of neighbourhood activity centres that enhance opportunities for local business, access to services and places for social interaction

2.7 Facilitate the enhancement and revitalisation of industrial and commercial precincts across Maroondah

2.8 Promote increased business investment in targeted industries, including advanced manufacturing and knowledge economy sectors

2.9 Advocate and encourage community and business participation in the digital economy

2.10 Broker community to government to business partnerships to promote investment, facilitate regional service delivery and foster corporate social responsibility

A learning community

2.11 Facilitate and encourage the provision of positive learning environments, life-long learning opportunities and employment pathways for all ages, abilities and backgrounds

2.12 Advocate for accessible and affordable education and childcare in Maroondah that responds to local needs and enhances individual wellbeing

2.13 Broker community-to-government-to-business partnerships to address changes to the local economy, underemployment and unemployment

2.14 Promote connections between education providers, businesses and the broader community to support employment pathways, intergenerational connections and knowledge transfer

2.15 Advocate for and encourage increased access to and participation in tertiary education

Council Plan Indicators

- Library membership as a proportion of the residential population
- Participant satisfaction with business support workshops
- Increase in new business skills and networking achieved through Bizweek activities

Supporting policies, strategies and plans

- *Maroondah Business Development Strategy* (under review)
- *Maroondah Community Shopping Centre Strategy* (under development)
- *Melbourne East 2020 Regional Plan*
- *Ringwood Metropolitan Activity Centre Masterplan*
- *Street Activities Policy*





A prosperous and learning community

Priority Actions 2017 – 2021

Major Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Undertake a strategic review of shopping centres in Maroondah and develop a Maroondah Community Shopping Centre Strategy			✓	•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Other Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Work in partnership to implement the Bayswater Business Precinct strategy to assist local businesses and promote investment attraction	✓	✓	✓	•*
Develop and promote the BizHub Co-Working Space	✓	✓	✓	•*
Plan and implement carparking improvements in the Ringwood Metropolitan Activity Centre and the Croydon Activity Centre	✓	✓	✓	•*
Work in partnership to facilitate appropriate development within the Ringwood Metropolitan Activity Centre and Croydon Activity Centre	✓	✓	✓	•*
As part of the Croydon Community Wellbeing Precinct development, plan and deliver the Croydon library integrated Customer Service Project			✓	•*
Implement Better Business Approvals Project			✓	•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Completed Initiatives 2017/18 to 2019/20

Council Plan Priority Action	17/18	18/19	19/20
Update the Ringwood Metropolitan Activity Centre Masterplan	✓	✓	
Undertake pedestrian and vehicle access improvement works at Heathmont Shopping Precinct - Canterbury Road, Heathmont	✓		
Improve carparking in the Heathmont and Ringwood East neighbourhood centres	✓		
Continue to develop Regional Service Partnerships such as procurement efficiencies, library services and advocacy	✓	✓	✓

Priority Actions in bold are Major Initiatives





Spiegeltent at Ringwood Town Square

A vibrant and culturally rich community

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

Key Directions

A vibrant and culturally rich community

3.1 Promote innovative, contemporary and socially engaged arts practice and encourage artistic expression and community participation in the arts

3.2 Create opportunities for artists to curate their work, and program a diverse range of art experiences, catering to all ages, abilities and backgrounds

3.3 Work in partnership to facilitate pop up events, local art installations and public art that celebrates the unique characteristics of Maroondah to enliven thriving neighbourhoods and vibrant activity centres

3.4 Celebrate, promote and recognise indigenous culture through the arts to facilitate enhanced community respect, understanding and reconciliation

3.5 Broker partnerships and relationships to better connect and increase the profile of local artists, local businesses and the broader community

3.6 Celebrate the local history, diversity, arts and produce of our community through a range of festivals, events, programs and activities

3.7 Celebrate, value and recognise local history to facilitate enhanced community understanding and a broader appreciation of cultural heritage

3.8 Facilitate the establishment and enhancement of vibrant dining, entertainment and cultural precincts in activity centres and neighbourhood centres across Maroondah

Council Plan Indicators

- Community satisfaction with arts centres and libraries
- Participation in Maroondah Festival activities
- Community members participating in classes at Wyreena Community Arts Centre

Supporting policies, strategies and plans

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



One of the many exciting exhibitions at ArtSpace at Realm

A vibrant and culturally rich community

Priority Actions 2017 – 2021

Major Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Design the Karralyka Centre redevelopment, and undertake staged redevelopment works		✓	✓	•*
Implement the new Arts and Cultural Development Strategy 2020 - 2025				•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Completed Initiatives 2017/18 to 2019/20

Council Plan Priority Action	17/18	18/19	19/20
Create a new Croydon Town Square, including community engagement, completion of detailed design and construction	✓	✓	
Establish a new Arts Advisory Committee and implement new public art across Maroondah in accordance with Council's Public Art Policy		✓	✓
Implement innovative and engaging arts events and outcomes in Ringwood Town Square	✓	✓	
Commence development of an Arts and Cultural Development Strategy 2020 - 2025		✓	✓
Further develop the programming and profile of the Ringwood arts precinct			✓

Priority Actions in bold are Major Initiatives

Reconciliation Week


MULLUM MULLUM
INDIGENOUS GATHERING PLACE



Tarralla Creek

A clean, green and sustainable community

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

Key Directions

A clean community

4.1 Create and foster a culture within our community that is committed to the sustainable use of natural resources

4.2 Provide leadership and build community capacity to reuse, recycle and repurpose resources to minimise consumption and waste

4.3 Work in partnership to ensure the long-term protection and renaturalisation of Maroondah's creeks and wetlands to improve water quality; streamflow; habitat connectivity and function; and adjacent surroundings

A green community

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

4.5 Preserve and enhance Maroondah's parklands, bushlands, gardens, canopy vegetation and open spaces

4.6 Work in partnership to protect and restore biodiversity and habitat corridors for local plants and animals

4.7 Plan for increased vegetation and green spaces within activity centres and major development sites to link the built environment to the natural landscape and better connect people to nature

A sustainable community

4.8 Mitigate and adapt to the risk, effects and impacts of climate change and be responsive and adaptive to new environmental opportunities and threats as they occur

4.9 Strive to become a carbon neutral council and build the capacity of our community to make more sustainable choices

4.10 Work in partnership to reduce Maroondah's greenhouse gas emissions and improve air quality

4.11 Work in partnership to promote a regionally-sourced healthy food system by encouraging thriving volunteer led community gardens and sustainably grown local produce

Council Plan Indicators

- Recycling diversion rate from landfill
- Annual tree planting within Maroondah (bushland, street and parks trees only)

Supporting policies, strategies and plans

- *Carbon Neutral Strategy 2014-2021*
- *Climate Change Risk and Adaptation Strategy 2018-2022*
- *Domestic Wastewater Management Strategy 2017-2021*
- *Habitat Corridors Strategy*
- *Electric Line Clearance Management Plan*
- *Environmentally Sustainable Design Policy for Council Buildings 2017*
- *Sites of Biological Significance*
- Sustainability Strategy 2016-2020
- *Water Sensitive City Strategy*



A clean, green and sustainable community

Priority Actions 2017 – 2021

Major Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Work in partnership to implement the Reimagining Tarralla Creek project			✓	•*
Complete the tender and implement contracts for waste collection, landfill and the receipt and sorting of recyclables			✓	•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Other Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Introduce the Maroondah Environmentally Sustainable Design Policy into the Maroondah Planning Scheme			✓	•
Undertake a review and update Council's Sustainability Strategy and Carbon Neutral Strategy				•*
Implement an accelerated streetscape enhancement program, including a significant increase in tree planting				•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Completed Initiatives 2017/18 to 2019/20

Council Plan Priority Action	17/18	18/19	19/20
Develop a Climate Change Risk and Adaptation Strategy	✓		
Work in partnership to undertake renewal works on the Dandenong Creek shared trail			✓
Undertake preliminary works to rehabilitate the waterway and infrastructure at Yanggai Barring in Warranwood	✓		
Undertake a major upgrade of the playground at Ringwood Lake Park	✓		
Implement the Eastern Organics Contract	✓	✓	
Finalise the Maroondah Vegetation Review and prepare planning controls for inclusion in the Maroondah Planning Scheme	✓	✓	✓

Priority Actions in bold are Major Initiatives





An accessible and connected community

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

Key Directions

An accessible community

5.1 Ensure community infrastructure, services and events are accessible for people of all ages, abilities and backgrounds

5.2 Apply universal design principles to create a built environment that strengthens the inclusiveness and accessibility of our local neighbourhoods, activity centres, facilities and services

5.3 Encourage initiatives that raise the awareness of accessibility needs for all ages, abilities and backgrounds

5.4 Work in partnership to integrate new technologies into facilities and programs that improve accessibility

A connected community

5.5 Work in partnership to facilitate a safe, accessible and efficient integrated transport network that enhances liveability and facilitates living locally within 20-minute neighbourhoods

5.6 Work in partnership to facilitate increased use of sustainable and active transport modes within the community

5.7 Advocate and work in partnership to enhance Maroondah's road network, including planning for increased automated vehicles and emerging transportation technologies

5.8 Enhance Maroondah's walking and cycling shared path network to promote walkability and strengthen connections with the wider metropolitan Melbourne network

5.9 Advocate for an integrated public transport network with improved connectivity, capacity and service frequency

Council Plan Indicators

- Proportion of sealed roads below the set intervention level
- Square metres of sealed local roads reconstructed

Supporting policies, strategies and plans

- *Maroondah Parking Framework 2019*
- Maroondah Principal Pedestrian Network
- *Road Management Plan 2017-2021*



Pedestrian safety improvements were completed in the Croydon Town Centre

An accessible and connected community

Priority Actions 2017 – 2021

Major Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Complete the Lincoln Road upgrade, east of Dorset Road in Croydon	✓	✓	✓	•
Undertake the renewal of New Street in Ringwood, including flood mitigation works, between Maroondah Highway and Sylvia Grove			✓	•*
Advocate for public transport improvements in the Bayswater Business Precinct				•
Design and construct multi-level carparks in Croydon, Ringwood, Heathmont; and Heatherdale station				•*
Undertake improvement works of the carpark at McAlpin Reserve Ringwood North				•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Other Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Advocate to the Australian and Victorian Government for provision of new and upgraded major transportation infrastructure in Maroondah; including freeway connections, upgrade to arterial roads and intersections and major public transport enhancements	✓	✓	✓	•
Deliver an expanded footpath construction program	✓	✓	✓	•*
Undertake carpark improvement works at Hughes Park in Croydon North; Merrindale Shopping Centre in Croydon South; and Ainslie Park in Croydon	✓			•*
Implement the Maroondah Carparking Framework action plan		✓	✓	•*
Undertake road renewal works for Caroline Street in Ringwood; Emerald Street in Ringwood; and Norton Road in Croydon		✓	✓	•
Work in partnership to implement intersection improvement works at the corner of Reilly Street and Wantirna Road in Ringwood; and Plymouth Road and Kirtain Drive in Croydon				•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Completed Initiatives 2017/18 to 2019/20

Council Plan Priority Action	17/18	18/19	19/20
Work in partnership to implement intersection improvement works at the corner of Maroondah Highway and Dorset Road in Croydon North	✓	✓	
Advocate for grade separation of the Lilydale railway line at Coolstore Road in Croydon	✓		
Develop a Maroondah Carparking Framework incorporating a Parking Policy, updates to parking strategies and permit systems	✓	✓	

Priority Actions in bold are Major Initiatives



Ride2Work Day at Ringwood Town Square



An attractive, thriving and well-built community

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

Key Directions

An attractive community

6.1 Work in partnership to deliver distinctive, attractive and high quality architecture through the use of urban design guidelines and principles

6.2 Facilitate urban design that enhances the connection between the built, natural and social environments

6.3 Work in partnership to pursue urban design that promotes environmental sustainability, water sensitivity, and community wellbeing

A thriving and well built community

6.4 Work towards a network of local 20-minute neighbourhoods across Maroondah where everyone can live, work and play

6.5 Develop and implement an urban environment that enhances the desirable attributes of Maroondah to protect and value neighbourhood character, local history and cultural heritage

6.6 Encourage high density development in activity centres with access to high quality facilities, services and amenities

6.7 Coordinate and advocate for the increased utilisation, longevity and availability of fit for purpose community facilities and spaces that meet local needs and act as key places for neighbourhood connection

6.8 Coordinate and advocate for the increased utilisation, longevity and availability of fit for purpose community facilities and spaces that meet local needs and act as key places for neighbourhood connection

6.9 Ensure the management of infrastructure and prioritisation of capital works is informed by demographic change, technological advancement, the impacts of climate change, and accessibility for all ages, abilities and backgrounds

6.10 Facilitate a vibrant day and night time economy through development of high-quality public spaces

6.11 Work in partnership with other catchment authorities to ensure effective stormwater management and flood mitigation across Maroondah

6.12 Invest in Smart City technologies that improve service delivery to the community and reduces costs associated with delivering services

Council Plan Indicators

- Council's infrastructure renewal/maintenance ratio
- Proportion of planning applications assessed within statutory timeframes
- Total value of building approvals (residential, commercial and industrial) ('$000)
- Community satisfaction with general town planning policy

Supporting policies, strategies and plans

- *Affordable and Social Housing Policy 2018*
- *Croydon Major Activity Parking Strategy 2011*
- *Croydon Town Centre Structure Plan* (under review)
- *Heathmont Activity Centre Structure Plan 2014*
- *Maroondah Affordable and Social Housing Policy 2018*
- *Maroondah Heritage Study*
- *Maroondah Housing Strategy 2016*
- *Maroondah Planning Scheme (incl. Municipal Strategic Statement)*
- *Ringwood East Activity Centre Structure Plan 2013*



Ringwood Metropolitan Activity Centre

An attractive, thriving and well-built community

Priority Actions 2017 – 2021

Major Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Continue the upgrade of drainage, including flood mitigation works in Acacia Court catchment in Ringwood; Power Street catchment in Croydon North; and Scenic Avenue catchment in Ringwood East	✓	✓	✓	•*
Implement the Greening the Greyfields project in partnership with stakeholders to facilitate a sustainable approach to urban redevelopment in identified residential precincts		✓	✓	•*
Develop a new Croydon Structure Plan (including urban design guidelines) and commence preparation of a planning scheme amendment to incorporate the policy into the Maroondah Planning Scheme			✓	•*
Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct			✓	•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Other Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Develop and implement the Flood Mapping Communications Plan		✓	✓	•*
Develop and commence implementation of priority open space and public realm enhancement plans		✓	✓	•
Implement the new Ringwood Metropolitan Activity Centre Masterplan into the Maroondah Planning Scheme		✓	✓	•
Work in partnership to develop flood mitigation solutions for the central Croydon area			✓	•*
Deliver Council's drainage improvement program and drainage flood mitigation program			✓	•*
Implement the results of the Neighbourhood Character and Vegetation Reviews				•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe
Priority Actions in bold are Major Initiatives

Completed Initiatives 2017/18 to 2019/20

Council Plan Priority Action	17/18	18/19	19/20
Develop a Council policy position on affordable and social housing	✓		
Undertake a municipal-wide review of Council's neighbourhood character and heritage controls	✓	✓	✓





An inclusive and diverse community

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

Key Directions

An inclusive community

7.1 Support people of all ages, abilities and backgrounds to be connected, valued and empowered within their local community through accessible and inclusive services, programming and facilities

7.2 Ensure social inclusion principles inform the planning for local services, programs and community infrastructure

7.3 Work in partnership to break cycles of poverty and socio-economic disadvantage, particularly within marginalised and vulnerable communities

7.4 Advocate and promote the diverse provision of safe and affordable housing options in accessible locations to suit a range of lifestyle and life-stage requirements

7.5 Promote and create opportunities for social interactions, learning, mentoring, skills transfer and volunteering for people from all ages, abilities and backgrounds

7.6 Support community members to age in place, live in accessible neighbourhoods and remain socially connected

7.7 Advocate for increased support and enhanced services to meet the diverse needs of carers

7.8 Work in partnership to facilitate and promote sustainable social enterprises that create local community connections, inclusion and empowerment

A diverse community

7.9 Work in partnership to empower the community to respect, understand and embrace diversity

7.10 Work in partnership to support the equity and inclusion of culturally and linguistically diverse communities, including refugees, new arrivals and interfaith communities

7.11 Support and celebrate the unique cultural diversity, heritage and languages of communities in Maroondah

7.12 Acknowledge, recognise, value and support our indigenous heritage, culture and communities

7.13 Advocate and promote equity, safety and inclusion for all genders, sexualities, gender identities, and sex identities

Council Plan Indicators

- Number of volunteers engaged within the organisation

Supporting policies, strategies and plans

- *Active and Healthy Ageing Initiative 2015-2020*
- *Disability Policy and Action Plan 2019-2021*
- *Equally Active Policy 2019*
- *Gender Equity Policy 2018*
- *Maroondah Innovate Reconciliation Action Plan 2018-2020*





An inclusive and diverse community

Priority Actions 2017 – 2021

Major Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Monitor the National Disability Insurance Scheme and My Aged Care reform agenda and implement transitional arrangements for relevant areas of Council service delivery	✓	✓	✓	•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Other Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Continue implementation of Council's Corporate Volunteering Program that recruits, promotes and manages volunteers who support the provision of services and community activities	✓	✓	✓	•*
Develop and commence implementation of the Disability Policy and Action Plan 2019-2021		✓	✓	•
Commence development of a Children and Families Strategy			✓	•

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Completed Initiatives 2017/18 to 2019/20

Council Plan Priority Action	17/18	18/19	19/20
Develop a Female Participation Strategy for physical activity	✓		
Investigate and implement additional female changing facilities at local sporting venues	✓	✓	✓
Commence development of an Active and Healthy Ageing Strategy 2020-2024			✓

Priority Actions in bold are Major Initiatives



Walking Football Come and Try, at Maroondah Nets



Customer Service at Realm

A well governed and empowered community

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

Key Directions

A well governed community

8.1 Provide community inspired governance that is transparent, accessible, inclusive and accountable

8.2 Ensure responsible and sustainable management of Maroondah's resources, assets, infrastructure and natural environment

8.3 Nurture a continuous improvement council culture of being collaborative, strategic, sustainable and employing best practice, that positions Maroondah as a leader in local government

8.4 Work in partnership to deliver innovative, accessible and evidence informed services that are people focused, proactive, integrated and responsive

8.5 Foster a workforce that is adaptable, capable, positive and engaged to deliver on our organisational mission, values and community vision

8.6 Work in partnership with key agencies and other levels of government to provide leadership in emergency preparedness, response and recovery processes

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

An empowered community

8.8 Ensure that all community members have access to, and are informed on, matters that affect them, including tailored information for under-represented and hard-to-reach groups

8.9 Undertake inclusive engagement and consultation using accessible and tailored approaches to consider the needs and aspirations of people of all ages, abilities and backgrounds

8.10 Create opportunities for shared decision making through active community participation

8.11 Work in partnership to advocate for and champion the needs and aspirations of the community to State and Federal levels of government, service providers and the business sector

8.12 Foster local and regional partnerships with individuals, community groups, businesses, service providers, agencies and all levels of government

Council Plan Indicators

- Community satisfaction with overall performance of Council
- Community satisfaction with overall direction of Council
- Community satisfaction with decisions made in the interests of the community
- Community satisfaction with customer service provided by Council
- Average liabilities per assessment
- Operating result per assessment
- Average rates and charges per residential assessment
- Community satisfaction with Council engagement
- Community satisfaction with Council lobbying/advocacy

Supporting policies, strategies and plans

- Annual Budget (incl. Borrowing Strategy, Fees and Charges Strategy, and Rating Strategy)
- *Community Engagement Policy 2015*
- *Community Grants Policy 2018*
- *Customer Service Strategy 2017-2021*
- *Councillor Code of Conduct 2017*
- *Councillor Confidentiality Policy*
- *Councillor Expenses and Entitlements Policy 2019*
- *Information Communication and Technology Strategy 2019-2022*
- *Long Term Financial Strategy (part of current Budget)*
- *Maroondah Municipal Fire Management Plan 2019-2022*
- *Municipal Emergency Management Plan 2017-2020*
- *Privacy Policy 2019*
- *Procurement Policy 2019*
- *Protected Disclosure Procedures 2017*
- *Risk Management Strategic Plan 2015-2017*
- *Risk Management Policy 2014*
- *Workforce People and Culture Strategy 2016-2020*



A well governed and empowered community

Priority Actions 2017 – 2021

Major Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Develop a new Customer Service Strategy that will continue to advance Council's commitment to be highly responsive and customer focused			✓	•
Develop and implement a COVID-19 community emergency relief referral process			✓	•
Develop and implement a COVID-19 Recovery Plan (including social and economic recovery initiatives), following community consultation and engagement			✓	•*
Advocate on key local issues in the lead up to the Victorian and Australian Government elections in 2022				•*
Implement the new Local Government Act 2020 following its enactment				•*
Following the Council election prepare a new Council Plan 2021-2025				•

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Other Initiatives in 2020/21

Council Plan Priority Action	17/18	18/19	19/20	20/21
Progress Council's digital transformation that enables innovation and improved customer service delivery models including access to information, engagement and online payments	✓	✓	✓	•*
Identify and implement additional ways of providing digital services associated with planning permits that will improve the overall customer experience			✓	•
Develop and implement the Workforce People and Culture Plan 2021-2025 that provides a road map for the development, implementation, review and measurement of services, activities and systems that enable the organisation to deliver exceptional results			✓	•*
Advocate for Maroondah to become a "Smart City"			✓	•*
Develop and implement a risk management approach to public health operations that will improve effectiveness of operations			→	•*
Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2020 for the 2020-2024 period				•
Implement the Council Caretaker Policy for the Council election in October 2020 and transition to the new Council following the election				•
Review and update Council's Business Continuity Plan to enable Council to continue to provide key services to the community in the event of a disaster				•*
Package Council's wide range of integrity policies, action plans and processes into a comprehensive Integrity Framework to deliver high ethical standards organisation wide				•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe

Completed Initiatives 2017/18 to 2019/20

Council Plan Priority Action	17/18	18/19	19/20
Engage the community in undertaking an interim review of *Maroondah 2040 'Our future together'*		✓	✓
Update Council's administrative facilities		✓	✓
Participate in an Electoral Representation Review as mandated by Victorian Government in the lead up to the 2020 local government elections			✓
Undertake a review of Council's Community Engagement Policy			✓
Review the current use of CCTV for its effectiveness in controlling waste dumping			✓

Priority Actions in bold are Major Initiatives



Community engagement at Realm during compost awareness week

Our integrated service delivery

Council delivers a broad range of services that all play a role in delivering on the Maroondah 2040 Community Vision and the associated outcome areas. The table below indicates the range of primary outcome areas for different services delivered by Council.

Council service	A safe, healthy and active community	A prosperous and learning community	A vibrant and culturally rich community	A clean, green and sustainable community	An accessible and connected community	An attractive, thriving and well built community	An inclusive and diverse community	A well governed and empowered community
Aged and Disability Services	●		●		●		●	
Aquahub/Croydon Memorial Pool	●							
Aquanation	●							
Arts and Cultural Development	●					●	●	
Asset Planning and Management					●	●		
Building Services					●	●		
Bushland and Waterways				●		●		
Business and Activity Centre Development		●				●		
Communications and Engagement		●	●		●		●	●
Community Health and Emergency Management	●	●		●				●
Construction Maintenance (Operations)					●	●		
Council and Community Planning	●				●		●	●
Customer Service	●						●	●
Engineering Services				●	●	●		
Financial Services								●
Governance Administration								●
Human Resources Advisory Services								●
Information Technology								●
Karralyka			●					
Learning and Development		●					●	●

Council service	A safe, healthy and active community	A prosperous and learning community	A vibrant and culturally rich community	A clean, green and sustainable community	An accessible and connected community	An attractive, thriving and well built community	An inclusive and diverse community	A well governed and empowered community
Libraries		●	●					
Local Laws	●							●
Maroondah Golf and Sportsfields	●			●				
Maternal and Child Health	●						●	
Maroondah Nets	●						●	
Occupational Health and Safety	●							●
Organisation Development								●
Park Maintenance	●			●		●		
Payroll								●
Procurement								●
Project and Facilities	●	●	●			●		
Property and Valuations						●		●
Risk Management and Integrity	●							●
Sports and Recreation	●			●	●		●	
Statutory Planning	●			●		●		
Strategic Planning and Sustainability	●			●	●	●		
The Rings	●						●	
Tree Maintenance				●		●		
Volunteer Workforce Services							●	●
Waste Management				●		●		
WorkCover and Injury Management	●							●
Workforce Relations								●
Youth and Children's Services	●	●	●		●		●	●

Our Priority Actions 2017/18 to 2020/21

There are a number of high priority activities that will be undertaken by Council over the 2017-2021 period that will contribute to the achievement of preferred community outcomes outlined in *Maroondah 2040 'Our future together'.*

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





A safe, healthy and active community

Priority Actions 2017 – 2021

Council Plan Priority Action	17/18	18/19	19/20	20/21
Undertake sportsfield reconstruction works at Jubilee Park and Quambee Reserve No 1 oval	✓		✓	
Complete the design works, undertake operational readiness planning and construct the $16.5m Maroondah Nets	✓	✓		
Design and construct sporting/multipurpose pavilion redevelopments at HE Parker Reserve, Silcock Reserve, and Proclamation Park; and at Springfield and Ainslie Park	✓	✓	✓	•*
Establish a regional cricket hub at the Jubilee Park sporting precinct		✓	✓	•*
Undertake a strategic review of Maroondah Golf			✓	•*
Plan and implement the Dorset Recreation Reserve and Eastfield Park Enhancement Plans and undertake staged redevelopment works			✓	•*
Develop a Maroondah Liveability and Wellbeing Strategy 2021-2031 (incorporating the Municipal Public Health Plan)				•*
Develop a Gender Equity Policy/Statement	✓			
Finalise a new Gaming Policy and commence preparation of a planning scheme amendment to incorporate the policy into the Maroondah Planning scheme	✓	✓		
Undertake works to implement CCTV in Croydon Town Centre, including detailed design and documentation, along with the supply and installation of cameras	✓	✓		
Prepare a new Maroondah Health and Wellbeing Plan 2017-2021	✓	✓		
Amend planning controls relating to alcohol density through participation in the South East Melbourne Councils Alliance (SEMCA) alcohol density project	✓	✓	✓	
Develop a new Municipal Emergency Management Plan			✓	
Develop a second Youth Strategy Action Plan 2019-2021			✓	
Work with partners of Together for Equality and Respect (TFER): A Strategy to Prevent Violence Against Women in Melbourne East to prevent violence against women in Maroondah, including participation in the "16 Days of Activism" Campaign			✓	•*
Work in partnership to enhance the Maroondah Hoarding & Squalor website enabling it to become a Statewide resource				•*
Develop and deliver services in the Croydon Community Wellbeing Precinct				•*
Implement Council's annual sportsfield improvement program				•*
Implement changes to emergency management legislation and outcomes of Local Government Victoria's Councils and Emergencies project				•*
Implement the changes that result from the reform of the Environment Protection Act			→	•

Note: •* denotes an action that extends beyond the 2020-21 timeframe
Priority Actions in bold are Major Initiatives



A prosperous and learning community

Priority Actions 2017 – 2021

Council Plan Priority Action	17/18	18/19	19/20	20/21
Update the Ringwood Metropolitan Activity Centre Masterplan	✓	✓		
Undertake a strategic review of shopping centres in Maroondah and develop a Maroondah Community Shopping Centre Strategy			✓	•*
Undertake pedestrian and vehicle access improvement works at Heathmont Shopping Precinct - Canterbury Road, Heathmont	✓			
Improve carparking in the Heathmont and Ringwood East neighbourhood centres	✓			
Continue to develop Regional Service Partnerships such as procurement efficiencies, library services and advocacy	✓	✓	✓	
Work in partnership to implement the Bayswater Business Precinct strategy to assist local businesses and promote investment attraction	✓	✓	✓	•*
Develop and promote the BizHub Co-Working Space	✓	✓	✓	•*
Plan and implement carparking improvements in the Ringwood Metropolitan Activity Centre and the Croydon Activity Centre	✓	✓	✓	•*
Work in partnership to facilitate appropriate development within the Ringwood Metropolitan Activity Centre and Croydon Activity Centre	✓	✓	✓	•*
As part of the Croydon Community Wellbeing Precinct development, plan and deliver the Croydon library integrated Customer Service Project			✓	•*
Implement Better Business Approvals Project			✓	•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe
Priority Actions in bold are Major Initiatives

A vibrant and culturally rich community

Priority Actions 2017 – 2021

Council Plan Priority Action	17/18	18/19	19/20	20/21
Create a new Croydon Town Square, including community engagement, completion of detailed design and construction	✓	✓		
Establish a new Arts Advisory Committee and implement new public art across Maroondah in accordance with Council's Public Art Policy		✓	✓	
Design the Karralyka Centre redevelopment, and undertake staged redevelopment works		✓	✓	•*
Implement the new Arts and Cultural Development Strategy 2020 - 2025				•*
Implement innovative and engaging arts events and outcomes in Ringwood Town Square	✓	✓		
Commence development of an Arts and Cultural Development Strategy 2020 - 2025		✓	✓	
Further develop the programming and profile of the Ringwood arts precinct			✓	

Note: •* denotes an action that extends beyond the 2020-21 timeframe
Priority Actions in bold are Major Initiatives



Community engagement at the 'Ripple Effect' event to increase awareness and prevention of suicide in Maroondah.



A clean, green and sustainable community

Priority Actions 2017 – 2021

Council Plan Priority Action	17/18	18/19	19/20	20/21
Develop a Climate Change Risk and Adaptation Strategy	✓			
Work in partnership to undertake renewal works on the Dandenong Creek shared trail			✓	
Work in partnership to implement the Reimagining Tarralla Creek project			✓	•*
Complete the tender and implement contracts for waste collection, landfill and the receipt and sorting of recyclables			✓	•*
Undertake preliminary works to rehabilitate the waterway and infrastructure at Yanggai Barring in Warranwood	✓			
Undertake a major upgrade of the playground at Ringwood Lake Park	✓			
Implement the Eastern Organics Contract	✓	✓		
Finalise the Maroondah Vegetation Review and prepare planning controls for inclusion in the Maroondah Planning Scheme	✓	✓	✓	
Introduce the Maroondah Environmentally Sustainable Design Policy into the Maroondah Planning Scheme			✓	•
Undertake a review and update Council's Sustainability Strategy and Carbon Neutral Strategy				•*
Implement an accelerated streetscape enhancement program, including a significant increase in tree planting				•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe
Priority Actions in bold are Major Initiatives



Yarrunga Reserve



An accessible and connected community

Priority Actions 2017 – 2021

Council Plan Priority Action	17/18	18/19	19/20	20/21
Work in partnership to implement intersection improvement works at the corner of Maroondah Highway and Dorset Road in Croydon North	✓	✓		
Complete the Lincoln Road upgrade, east of Dorset Road in Croydon	✓	✓	✓	•
Undertake the renewal of New Street in Ringwood, including flood mitigation works, between Maroondah Highway and Sylvia Grove			✓	
Advocate for public transport improvements in the Bayswater Business Precinct				•
Design and construct multi-level carparks in Croydon, Ringwood, Heathmont; and Heatherdale station				•*
Undertake improvement works of the carpark at McAlpin Reserve Ringwood North				•*
Advocate for grade separation of the Lilydale railway line at Coolstore Road in Croydon	✓			
Develop a Maroondah Carparking Framework incorporating a Parking Policy, updates to parking strategies and permit systems	✓	✓		
Advocate to the Australian and Victorian Government for provision of new and upgraded major transportation infrastructure in Maroondah; including freeway connections, upgrade to arterial roads and intersections and major public transport enhancements	✓	✓	✓	•
Deliver an expanded footpath construction program	✓	✓	✓	•*
Undertake carpark improvement works at Hughes Park in Croydon North; Merrindale Shopping Centre in Croydon South; and Ainslie Park in Croydon	✓			•*
Implement the Maroondah Carparking Framework action plan		✓	✓	•*
Undertake road renewal works for Caroline Street in Ringwood; Emerald Street in Ringwood; and Norton Road in Croydon		✓	✓	•
Work in partnership to implement intersection improvement works at the corner of Reilly Street and Wantirna Road in Ringwood; and Plymouth Road and Kirtain Drive in Croydon				•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe
Priority Actions in bold are Major Initiatives

An attractive, thriving and well-built community

Priority Actions 2017 – 2021

Council Plan Priority Action	17/18	18/19	19/20	20/21
Continue the upgrade of drainage, including flood mitigation works in Acacia Court catchment in Ringwood; Power Street catchment in Croydon North; and Scenic Avenue catchment in Ringwood East	✓	✓	✓	•*
Implement the Greening the Greyfields project in partnership with stakeholders to facilitate a sustainable approach to urban redevelopment in identified residential precincts		✓	✓	•*
Develop a new Croydon Structure Plan (including urban design guidelines) and commence preparation of a planning scheme amendment to incorporate the policy into the Maroondah Planning Scheme			✓	•*
Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct			✓	•*
Develop a Council policy position on affordable and social housing	✓			
Undertake a municipal-wide review of Council's neighbourhood character and heritage controls	✓	✓	✓	
Develop and implement the Flood Mapping Communications Plan		✓	✓	•*
Develop and commence implementation of priority open space and public realm enhancement plans		✓	✓	•
Implement the new Ringwood Metropolitan Activity Centre Masterplan into the Maroondah Planning Scheme		✓	✓	•
Work in partnership to develop flood mitigation solutions for the central Croydon area			✓	•*
Deliver Council's drainage improvement program and drainage flood mitigation program			✓	•*
Implement the results of the Neighbourhood Character and Vegetation Reviews				•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe
Priority Actions in bold are Major Initiatives

An inclusive and diverse community

Priority Actions 2017 – 2021

Council Plan Priority Action	17/18	18/19	19/20	20/21
Develop a Female Participation Strategy for physical activity	✓			
Investigate and implement additional female changing facilities at local sporting venues	✓	✓	✓	
Monitor the National Disability Insurance Scheme and My Aged Care reform agenda and implement transitional arrangements for relevant areas of Council service delivery	✓	✓	✓	•*
Continue implementation of Council's Corporate Volunteering Program that recruits, promotes and manages volunteers who support the provision of services and community activities	✓	✓	✓	•*
Develop and commence implementation of the Disability Policy and Action Plan 2019-2021		✓	✓	•
Commence development of an Active and Healthy Ageing Strategy 2020-2024			✓	
Commence development of a Children and Families Strategy			✓	•

Note: •* denotes an action that extends beyond the 2020-21 timeframe
Priority Actions in bold are Major Initiatives



Jazz in the Park at Ringwood Lake Park

A well governed and empowered community

Priority Actions 2017 – 2021

Council Plan Priority Action	17/18	18/19	19/20	20/21
Engage the community in undertaking an interim review of *Maroondah 2040 'Our future together'*		✓	✓	
Update Council's administrative facilities		✓	✓	
Develop a new Customer Service Strategy that will continue to advance Council's commitment to be highly responsive and customer-focused			✓	•
Develop and implement a COVID-19 community emergency relief referral process			✓	•
Develop and implement a COVID-19 Recovery Plan (including social and economic recovery initiatives), following community consultation and engagement			✓	•*
Advocate on key local issues in the lead up to the Victorian and Australian Government elections in 2022				•*
Implement the new Local Government Act 2020 following its enactment				•*
Following the Council election prepare a new Council Plan 2021-2025				•
Progress Council's digital transformation that enables innovation and improved customer service delivery models including access to information, engagement and online payments	✓	✓	✓	•*
Participate in an Electoral Representation Review as mandated by Victorian Government in the lead up to the 2020 local government elections			✓	
Undertake a review of Council's Community Engagement Policy			✓	
Review the current use of CCTV for its effectiveness in controlling waste dumping			✓	
Identify and implement additional ways of providing digital services associated with planning permits that will improve the overall customer experience			✓	•
Develop and implement the Workforce People and Culture Plan 2021-2025 that provides a road map for the development, implementation, review and measurement of services, activities and systems that enable the organisation to deliver exceptional results			✓	•*
Advocate for Maroondah to become a "Smart City"			✓	•*
Develop and implement a risk management approach to public health operations that will improve effectiveness of operations			→	•*
Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2020 for the 2020-2024 period				•
Implement the Council Caretaker Policy for the Council election in October 2020 and transition to the new Council following the election				•
Review and update Council's Business Continuity Plan to enable Council to continue to provide key services to the community in the event of a disaster				•*
Package Council's wide range of integrity policies, action plans and processes into a comprehensive Integrity Framework to deliver high ethical standards organisation-wide				•*

Note: •* denotes an action that extends beyond the 2020-21 timeframe
Priority Actions in bold are Major Initiatives

Strategic Resource Plan

The achievement of the Maroondah *Council Plan 2017-2021* is dependent on the recognition, promotion and sustainability of physical, human and financial resources. The Plan provides the strategic framework for the provision of these resources ensuring a clear linkage between service delivery and planning and the achievement of the Maroondah 2040 Community Vision.

Physical Resources Plan

Over the past decade, Maroondah City Council has continued to evolve its framework for the management of the community's physical assets. This Framework has evolved due to the vast and diverse range of assets that Council manages and is focused on facilitating the delivery of a wide range of services to the community.

To place the importance of this framework in a financial context, it is noted that as part of Maroondah's net assets as at 30 June 2019, physical, service-delivering assets including infrastructure, property, plant, land and equipment totalled $2.08 billion. Within Maroondah, there are 150 community facilities and a further 380 minor structures owned by Council. Council also has management responsibilities for 478km of local roads and 557 sporting and recreational reserves.

Council's asset management framework is based on a commitment to ensure effective and efficient total life-cycle management of the community's assets. Council believes that such an approach, combined with the principles of long-term sustainability, will maximise the long-term service delivery potential associated with the community's assets.

This framework involves the combined application of financial, economic, technical, social and environmental functions, with the objective of providing a required level of service in the most cost effective manner over the lifecycle of each community asset.

Council remains committed to the further development, implementation and improvement of this framework for the management of the community's physical assets. This is being achieved through the allocation of human and financial resources dedicated to an ongoing program of monitoring, recording and analysing the condition and performance of the community's physical assets and translating the outcomes to optimised proactive asset management regimes.

Council is continually developing its asset management system solution across the organisation, to facilitate more effective identification/prioritisation, planning, and optimisation of all aspects associated with the management of the community's physical assets.

Council has a rolling four-year Capital Expenditure Program for new, upgrade, and renewal capital expenditure that reflects Council's strategy to ensure that the community's existing assets are managed effectively.

The framework is underpinned by Council's planning and budgeting processes and has a strong connection with the key directions and priority actions within the Council Plan and *Maroondah 2040 'Our future together'*.

Human Resources Plan

Council's *Workforce People and Culture Strategy 2016-2020* was developed as part of Council's strategic planning framework and aims to provide an organisational road map for the development, implementation, review and measurement of Workplace People and Culture (WPC) services, activities and systems while recognising the economic, social, environmental and political factors that might impact on Council's operations.

Workplace People and Culture actively work to improve and enhance organisational performance through optimised effective and efficient human resources and organisational development practices while working to increase organisational awareness about the importance of workplace occupational health and safety; and, attracting, retaining, developing, engaging and aligning employees in support of achieving sustainable organisational performance outcomes.



Tree Planting Day at Ainslie Parklands Primary School and Maroondah Pre School

Workplace People and Culture aims to achieve the following objectives:

- enabling and enhancing organisational capability, engagement and alignment via the promotion of a high performing and values-based organisational culture
- applying an approach to people management and planning that focuses on innovation efficiency and effectiveness
- supporting transformational change in order to achieve and promote organisational sustainability
- fostering positive stakeholder relationships and partnerships to deliver quality organisational outcomes.

Workplace People and Culture operates within a dynamic environment where external challenges and opportunities intersect with Council's operations and service delivery requirements.

Council invests in personal and professional development so that employees possess the requisite skills and attributes to meet both current and future organisational needs and as a means of increasing job satisfaction and, maintaining high levels of employee engagement.

Council operates within a complex legal and industrial relations framework with a variety of occupational roles and working conditions. Changes in employment related legislation is directly relevant to the day-to-day human resource management and requires the continual monitoring and alignment of internal policies and procedures with external requirements in order to ensure legislative compliance and productive employee and industrial relations.

These objectives are achieved through engagement, consultation and communication with employees that involves:

- providing high quality professional human resource expertise in a timely and appropriate manner
- effective collaboration, consultation and employee support
- fostering and enhancing effective and productive relationships
- modelling inclusive and respectful behaviour at all levels
- aligning HR activities with organisational service delivery requirements and culture
- utilising transparent systems and processes and regularly evaluating them in order to facilitate improvement
- implementing appropriate employee training and development opportunities
- identifying and embracing new opportunities and challenges, and
- continually striving for excellence in service delivery, continuous improvement and best practice.

Council will proactively apply leading people management principles, plans, policies, frameworks (models), technology and systems in the delivery of value-added workforce services. Council is committed to the provision of quality services and activities to meet the aspirations, needs and expectations of Council and the community.

Financial Resources Plan

Maroondah City Council's strategic approach to the planning and management of its financial resources is founded on the following principles.

Council will:

- continue to remain financially viable and sustainable both in the short and long-term
- look to maximise its revenue from all available external sources before calling on the community for funds
- balance its spending targets against the affordability of municipal rates that it levies on the community
- apply the principle of inter-generational equity to its capital expenditure and loan funding programs
- maintain its overall role of stewardship of the community's assets including financial assets
- apply best practice in financial monitoring and reporting as well as in high levels of internal controls.

With guidance from these principles, a range of financial policies and strategies have been developed to assist in achieving consistency and balance in Council's financial planning endeavours. The more significant of the policies relate to rating, fees and charges, borrowing, investments and capital expenditure.

Based on these principles and policies, each year Council prepares a detailed Annual Budget for the year ahead and updates its Long Term Financial Strategy and Capital Expenditure Program for the next 10 years.

The primary objective of our current strategy is to ensure financial sustainability into the long-term, while still achieving the Maroondah 2040 Community Vision preferred outcomes and key directions as outlined in the Council Plan.

To this end, our aim is to achieve annual surplus operating budget results in order to support Council's Capital Works Program, maintain cash reserves sufficient to account for ongoing financial commitments and maintain a positive working capital ratio to meet short-term financial obligations.

The outcomes of Council's financial planning are embodied in the six financial schedules described below demonstrating Council's ability to resource its proposed activities and manage its financial sustainability over the 2020/21 to 2023/24 period and beyond.

- **Comprehensive income statement** – summarises the operating (i.e. non-capital) expenditure and all revenue of both cash (e.g. materials) and non-cash (e.g. depreciation) nature and provides an annual net operating result.
- **Balance sheet** – takes the projected position at the commencement of the financial year and incorporates the annual net operating result.
- **Statement of changes in equity** - identifies all movements in assets and liabilities to provide the total equity of the Council as reflected in the net assets within the municipality.
- **Statement of cash flows** – identifies the planned cash inflows and outflows from Council's operating, capital expenditure and financing activities to provide the net annual movement in cash and investment levels. It also shows the linkage between the annual net operating result as shown in the comprehensive income statement and the net cash movement from operating activities.
- **Statement of capital works** – provides the broad categorisation of Council's planned capital expenditure program; the split of that expenditure between renewal, expansion or upgrade of existing assets, and new projects; and details the movement in net levels of physical assets from one year to the next.
- **Statement of human resources** - shows all council employee expenditure and numbers of full time equivalent council employee.



Maroondah Festival 2019

Financial Statements

Comprehensive Income Statement

For the four years ended 30 June 2024

	Forecast Actual 2019/20 $'000	Budget 2020/21 $'000	Strategic Resource Plan Projections 2021/22 $'000	2022/23 $'000	2023/24 $'000
Income					
Rates and charges	92,750	**96,240**	99,956	103,962	108,826
Statutory fees and fines	4,106	**5,145**	5,193	5,294	5,404
User fees	19,832	**20,162**	29,567	30,719	31,923
Grants -operating	9,052	**8,384**	8,209	10,020	7,869
Grants - capital	7,785	**26,557**	23,407	407	407
Contributions - monetary	5,577	**4,726**	4,508	4,421	4,451
Other income	1,031	**1,134**	1,692	1,625	1,704
Total income	140,132	**162,348**	172,532	156,448	160,584
Expenses					
Employee costs	55,599	**56,574**	59,862	60,886	62,827
Materials and services	50,023	**50,360**	53,724	56,167	58,129
Depreciation	23,084	**24,441**	25,847	26,709	27,424
Amortisation - right of use assets	316	**516**	501	225	29
Bad and doubtful debts	-	**-**	-	-	-
Borrowing costs	459	**861**	1,054	949	840
Finance Costs - leases	34	**41**	21	4	1
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	93	**(12,075)**	93	93	93
Other expenses	1,056	**1,482**	1,563	1,592	1,630
Total expenses	130,664	**122,199**	142,665	146,626	150,973
Surplus/(deficit) for the year	9,467	**40,148**	29,867	9,822	9,612
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment /(decrement)	-	**-**	-	-	-
Total comprehensive result	9,467	**40,148**	29,867	9,822	9,612

Balance Sheet

For the four years ended 30 June 2024

	Forecast Actual 2019/20 $'000	Budget 2020/21 $'000	Strategic Resource Plan Projections 2021/22 $'000	2022/23 $'000	2023/24 $'000
Assets					
Current assets					
Cash and cash equivalents	16,657	**9,565**	11,550	9,994	8,747
Trade and other receivables	7,173	**6,959**	8,659	9,571	9,944
Other financial assets	24,986	**23,535**	17,561	16,423	15,101
Inventories	401	**409**	417	425	436
Right-of-use assets	516	**501**	225	29	6
Other assets	479	**489**	499	509	521
Total current assets	50,213	**41,458**	38,911	36,952	34,756
Non-current assets					
Trade and other receivables	155	**155**	155	155	155
Investments in associates, joint arrangement and subsidiaries	3,447	**3,447**	3,447	3,447	3,447
Property, infrastructure, plant & equipment	1,865,595	**1,917,954**	1,956,635	1,963,305	1,974,202
Right-of-use assets	762	**261**	35	6	-
Investment property					
Intangible assets	782	782	782	782	782
Total non-current assets	1,870,741	**1,922,599**	1,961,054	1,967,695	1,978,586
Total assets	1,920,954	**1,964,056**	1,999,965	2,004,646	2,013,342
Liabilities					
Current liabilities					
Trade and other payables	10,798	**14,991**	13,177	9,952	10,773
Trust funds and deposits	4,823	**4,823**	4,823	4,823	4,823
Provisions	12,882	**13,596**	14,356	15,165	16,047
Interest-bearing liabilities	2,526	**2,630**	2,739	2,852	2,969
Lease liabilities	507	**511**	236	31	7
Total current liabilities	31,536	**36,551**	35,332	32,824	34,619
Non-current liabilities					
Provisions	1,763	**1,886**	2,018	2,159	2,310
Trust funds and deposits	6	**6**	6	6	6
Interest-bearing liabilities	15,924	**14,250**	21,615	18,872	16,016
Lease liabilities	785	**274**	38	7	-
Total non-current liabilities	18,478	**16,416**	23,677	21,044	18,332
Total liabilities	50,014	**52,967**	59,009	53,868	52,951
Net assets	1,870,940	**1,911,089**	1,940,956	1,950,778	1,960,390
Equity					
Accumulated surplus	830,405	**873,304**	903,671	916,243	924,355
Reserves	1,040,535	**1,037,785**	1,037,285	1,034,535	1,036,035
Total equity	1,870,940	**1,911,089**	1,940,956	1,950,778	1,960,390

Statement of Changes in Equity

For the four years ended 30 June 2024

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2020 Forecast Actual				
Balance at beginning of the financial year	1,861,473	820,938	1,029,535	11,000
Surplus/(deficit) for the year	9,467	9,467	-	-
Transfers to / from general reserve	-	-	-	-
Balance at end of the financial year	**1,870,940**	**830,405**	**1,029,535**	**11,000**
2021 Budget				
Balance at beginning of the financial year	1,870,940	830,405	1,029,535	11,000
Surplus/(deficit) for the year	40,148	40,148	-	-
Transfers to / from general reserve	-	2,750	-	(2,750)
Balance at end of the financial year	**1,911,089**	**873,304**	**1,029,535**	**8,250**
2022				
Balance at beginning of the financial year	1,911,089	873,304	1,029,535	8,250
Surplus/(deficit) for the year	29,867	29,867	-	-
Transfers to / from general reserve	-	500	-	(500)
Balance at end of the financial year	**1,940,956**	**903,671**	**1,029,535**	**7,750**
2023				
Balance at beginning of the financial year	1,940,956	903,671	1,029,535	7,750
Surplus/(deficit) for the year	9,822	9,822	-	-
Transfers to / from general reserve	-	2,750	-	(2,750)
Balance at end of the financial year	**1,950,778**	**916,243**	**1,029,535**	**5,000**
2024				
Balance at beginning of the financial year	1,950,778	916,243	1,029,535	5,000
Transfers to / from general reserve	9,612	9,612	-	-
Transfers to general reserve	-	(1,500)	-	1,500
Balance at end of the financial year	**1,960,390**	**924,355**	**1,029,535**	**6,500**

Statement of Cash Flows

For the four years ended 30 June 2024

	Forecast Actual 2019/20 $'000	Budget 2020/21 $'000	Strategic Resource Plan Projections 2021/22 $'000	2022/23 $'000	2023/24 $'000
	Inflows (Outflows)	**Inflows (Outflows)**	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	92,667	**96,687**	99,864	103,263	108,676
Statutory fees and fines	4,106	**5,145**	5,193	5,294	5,404
User fees	24,421	**19,929**	27,960	30,506	31,700
Grants - operating	9,052	**8,384**	8,209	10,020	7,869
Grants - capital	7,785	**26,557**	23,407	407	407
Contributions - monetary	5,577	**4,726**	4,508	4,421	4,451
Interest received	1,031	**1,134**	1,692	1,625	1,704
Trust funds and deposits taken	17,000	**17,000**	17,000	17,000	17,000
Net GST refund / payment	-	**-**	-	-	-
Employee costs	(54,804)	**(55,736)**	(58,970)	(59,935)	(61,794)
Materials and services	(53,744)	**(46,184)**	(55,555)	(59,411)	(57,332)
Trust funds and deposits repaid	(17,000)	**(17,000)**	(17,000)	(17,000)	(17,000)
Other payments	(1,056)	**(1,482)**	(1,563)	(1,592)	(1,630)
Net cash provided by/(used in) operating activities	35,035	**59,159**	54,743	34,598	39,456
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(47,806)	**(85,376)**	(65,539)	(34,069)	(39,773)
Proceeds from sale of property, infrastructure, plant and equipment	1,120	**20,652**	919	597	1,359
Payments for investments	-	**-**	-	-	-
Proceeds from sale of investments	90,000	**90,000**	90,000	93,000	93,000
Net cash provided by/ (used in) investing activities	43,314	**25,276**	25,380	59,528	54,586
Cash flows from financing activities					
Finance costs	(459)	**(861)**	(1,054)	(949)	(840)
Proceeds from borrowings	1,165	**-**	10,000	-	-
Repayment of borrowings	(1,399)	**(1,570)**	(2,526)	(2,630)	(2,739)
Interest paid - lease liability	(34)	**(41)**	(21)	(4)	(1)
Repayment of lease liabilities	(301)	**(507)**	(511)	(236)	(31)
Net cash provided by/(used in) financing activities	(1,028)	**(2,979)**	5,888	(3,819)	(3,611)
Net increase/(decrease) in cash & cash equivalents	77,320	81,456	86,011	90,306	90,431
Cash and cash equivalents at the beginning of the financial year	16,049	**16,657**	9,565	11,550	9,994
Cash and cash equivalents at the end of the financial year	93,369	**98,114**	95,576	101,856	100,425

Statement of Capital Works

For the four years ended 30 June 2024

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000
Property					
Land	-	-	-	-	-
Land improvements	-	-	-	-	-
Total land	-	-	-	-	-
Buildings	17,501	69,284	45,850	11,606	12,801
Total buildings	17,501	69,284	45,850	11,606	12,801
Total property	17,501	**69,284**	45,850	11,606	12,801
Plant and equipment					
Plant, machinery and equipment	3,248	1,634	1,962	1,275	2,912
Fixtures, fittings and furniture	92	383	680	930	835
Computers and telecommunications	1,853	678	698	963	850
Total plant and equipment	5,193	**2,695**	3,340	3,168	4,597
Infrastructure					
Roads	4,372	2,890	3,507	3,507	3,677
Footpaths and cycleways	3,103	3,051	3,454	3,497	3,667
Drainage	3,010	2,576	4,012	4,395	5,025
Recreational, leisure and community facilities	3,879	2,702	1,251	2,301	2,401
Waste management	103	-	50	2,350	4,750
Parks, open space and streetscapes	1,970	1,415	2,185	2,185	1,755
Off street car parks	7,339	250	500	500	520
Other infrastructure	1,335	603	1,390	560	580
Total infrastructure	25,112	**13,487**	16,349	19,295	22,375
Total capital works expenditure	47,806	**85,466**	65,539	34,069	39,773
Represented by:					
New asset expenditure	13,154	**54,817**	23,429	4,782	7,332
Asset renewal expenditure	19,513	**25,757**	34,904	24,175	26,820
Asset upgrade expenditure	15,139	**4,892**	7,206	5,112	5,621
Total capital works expenditure	47,806	**85,465**	65,539	34,069	39,773
Funding sources represented by:					
Grants	7,314	**26,557**	23,407	2,657	407
Contributions	2,858	**20,850**	1,230	808	1,575
Council cash	34,634	**38,059**	40,902	30,604	37,791
Total capital works expenditure	44,806	**85,466**	65,539	34,069	39,773

Statement of Human Resources

For the four years ended 30 June 2024

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000
Staff expenditure					
Employee costs - operating	55,599	**56,574**	59,862	60,886	62,827
Employee costs - capital	1,280	**1,235**	1,263	1,291	1,326
Total staff expenditure	56,880	**57,809**	61,125	62,177	64,153
	EFT	**EFT**	EFT	EFT	EFT
Staff numbers					
Employees (FTE*)	555.3	**555.3**	555.3	555.3	555.3
Total staff numbers	555.3	**555.3**	555.3	555.3	555.3

* FTE represents the full-time equivalent number of employees

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

Department	Budget 2020/21 $'000	Comprises Permanent Full Time $'000	Comprises Permanent Part time $'000
Operations, Assets & Leisure	**18,624**	14,255	4,369
Strategy & Community	**10,531**	5,160	5,371
Corporate Services	**9,840**	8,157	1,683
Development & Amenity	**9,771**	8,066	1,705
Executive's Office	**1,812**	1,511	302
Total permanent staff	**50,579**	37,148	13,431
Casuals, temporary and other	**8,506**		
Capitalised labour	**1,235**		
Total expenditure	**60,320**		

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

Department	Budget 2020/21	Comprises Permanent Full Time	Comprises Permanent Part time
Operations, Assets & Leisure	**190.9**	147.7	43.2
Strategy & Community	**94.9**	44.5	50.3
Corporate Services	**89.9**	71.5	18.4
Development & Amenity	**89.7**	69.0	20.7
Executive's Office	**13.1**	10.5	2.6
Total permanent staff expenditure	**478.5**	343.2	135.3
Casuals, temporary and other expenditure	**65.2**		
Capitalised labour costs	**11.6**		
Total staff	**555.3**		





Other information

Summary of planned capital works expenditure
For the four years ended 30 June 2024

	Asset Expenditure Types				Funding Sources				
	Total	New	Renewal	Upgrade	Total	Grants	Contributions	Council cash	Borrowings
2020/2021	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Land									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-
Buildings									
Buildings	69,284	52,750	13,357	3,177	69,284	26,150	20,162	22,972	-
Total buildings	69,284	52,750	13,357	3,177	69,284	26,150	20,162	22,972	-
Roads and Drainage									
Roads	2,890	-	2,715	175	2,890	407	-	2,483	-
Footpaths and cycleways	3,051	1,167	1,695	190	3,051	-	-	3,051	-
Carparks	250	-	125	125	250	-	-	250	-
Drainage	2,576	-	2,202	374	2,576	-	-	2,576	-
Waste management	-	-	-	-	-	-	-	-	-
Other	603	43	475	85	603	-	-	603	-
Total Roads and Drainage	9,370	1,210	7,212	948	9,370	407	-	8,963	-
Recreational Improvements									
Recreational, leisure and community facilities	2,702	19	2,517	166	2,702	-	36	2,666	-
Parks and open space	1,415	553	606	257	1,415	-	-	1,415	-
Total Recreational Improvements	4,117	572	3,123	422	4,117	-	36	4,081	-
Plant & Equipment									
Plant, machinery and equipment	1,634	-	1,634	-	1,634	-	652	982	-
Fixtures, fittings and furniture	383	65	284	34	383	-	-	383	-
Computers and telecommunications	678	220	148	310	678	-	-	678	-
Total Plant & Equipment	2,695	285	2,066	344	2,695	-	652	2,043	-
Total capital works expenditure	**85,466**	**54,817**	**25,757**	**4,892**	**85,466**	**26,557**	**20,850**	**38,059**	**-**

Other information

Summary of planned capital works expenditure
For the four years ended 30 June 2024

	Asset Expenditure Types				Funding Sources				
	Total	New	Renewal	Upgrade	Total	Grants	Contributions	Council cash	Borrowings
2021/2022	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Land									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-
Buildings									
Buildings	45,850	21,000	20,487	4,363	45,850	23,000	275	22,575	-
Total buildings	45,850	21,000	20,487	4,363	45,850	23,000	275	22,575	-
Roads and Drainage									
Roads	3,507	-	3,311	196	3,507	407	-	3,100	-
Footpaths and cycleways	3,454	1,284	1,906	264	3,454	-	-	3,454	-
Carparks	500	-	250	250	500	-	-	500	-
Drainage	4,012	-	3,378	634	4,012	-	-	4,012	-
Waste management	50	-	-	50	50	-	-	50	-
Other	1,390	90	900	400	1,390	-	-	1,390	-
Total Roads and Drainage	12,913	1,374	9,744	1,795	12,913	407	-	12,506	-
Recreational Improvements									
Recreational, leisure and community facilities	1,251	-	915	336	1,251	-	36	1,215	-
Parks and open space	2,185	765	1,058	362	2,185	-	-	2,185	-
Total Recreational Improvements	3,436	765	1,973	698	3,436	-	36	3,400	-
Plant & Equipment									
Plant, machinery and equipment	1,962	-	1,962	-	1,962	-	919	1,043	-
Fixtures, fittings and furniture	680	50	590	40	680	-	-	680	-
Computers and telecommunications	698	240	148	310	698	-	-	698	-
Total Plant & Equipment	3,340	290	2,700	350	3,340	-	919	2,421	-
Total capital works expenditure	**65,539**	**23,429**	**34,904**	**7,206**	**65,539**	**23,407**	**1,230**	**40,902**	**-**

Other information

Summary of planned capital works expenditure
For the four years ended 30 June 2024

	Asset Expenditure Types				Funding Sources				
2022/2023	Total $'000	New $'000	Renewal $'000	Upgrade $'000	Total $'000	Grants $'000	Contributions $'000	Council cash $'000	Borrowings $'000
Land									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-
Buildings									
Buildings	11,606	-	9,135	2,471	11606	-	175	11,431	-
Total buildings	11,606	-	9,135	2,471	11,606	-	175	11,431	-
Roads and Drainage									
Roads	3,507	-	3,311	196	3,507	407	-	3,100	-
Footpaths and cycleways	3,497	1,327	1,906	264	3,497	-	-	3,497	-
Carparks	500	-	250	250	500	-	-	500	-
Drainage	4,395	-	3,684	711	4,395	-	-	4,395	-
Waste management	2,350	2,300	-	50	2,350	2,250	-	100	-
Other	560	90	185	285	560	-	-	560	-
Total Roads and Drainage	14,809	3,717	9,336	1,756	14,809	2,657	-	12,152	-
Recreational Improvements									
Recreational, leisure and community facilities	2,301	-	2,099	202	2,301	-	36	2,265	-
Parks and open space	2,185	775	1,048	362	2,185	-	-	2,185	-
Total Recreational Improvements	4,486	775	3,147	564	4,486	-	36	4,450	-
Plant & Equipment									
Plant, machinery and equipment	1,275	-	1,275	-	1,275	-	597	678	-
Fixtures, fittings and furniture	930	50	840	40	930	-	-	930	-
Computers and telecommunications	963	240	443	280	963	-	-	963	-
Total Plant & Equipment	3,168	290	2,558	320	3,168	-	597	2,571	-
Total capital works expenditure	**34,069**	**4,782**	**24,175**	**5,112**	**34,069**	**2,657**	**808**	**30,604**	**-**

Other information

Summary of planned capital works expenditure
For the four years ended 30 June 2024

	Asset Expenditure Types				Funding Sources				
	Total	New	Renewal	Upgrade	Total	Grants	Contributions	Council cash	Borrowings
2023/2024	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Land									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-
Buildings									
Buildings	12,801	-	9,861	2,940	12801	-	180	12,621	-
Total buildings	12,801	-	9,861	2,940	12,801	-	180	12,621	-
Roads and Drainage									
Roads	3,677	-	3,476	201	3,677	407	-	3,270	-
Footpaths and cycleways	3,667	1,447	1,934	286	3,667	-	-	3,667	-
Carparks	520	-	260	260	520	-	-	520	-
Drainage	5,025	-	4,188	837	5,025	-	-	5,025	-
Waste management	4,750	4,700	-	50	4,750	-	-	4,750	-
Other	580	100	190	290	580	-	-	580	-
Total Roads and Drainage	18,219	6,247	10,048	1,924	18,219	407	-	17,812	-
Recreational Improvements									
Recreational, leisure and community facilities	2,401	-	2,074	327	2,401	-	36	2,365	-
Parks and open space	1,755	795	783	177	1,755	-	-	1,755	-
Total Recreational Improvements	4,156	795	2,857	504	4,156	-	36	4,120	-
Plant & Equipment									
Plant, machinery and equipment	2,912	-	2,912	-	2912	-	1,359	1,553	-
Fixtures, fittings and furniture	835	50	743	43	835	-	-	835	-
Computers and telecommunications	850	240	400	210	850	-	-	850	-
Total Plant & Equipment	4,597	290	4,055	253	4,597	-	1,359	3,238	-
Total capital works expenditure	**39,773**	**7,332**	**26,820**	**5,621**	**39,773**	**407**	**1,575**	**37,791**	**-**

Glossary of terms

Advisory committee: Specialist appointees who form a committee that provides advice and recommendations to Maroondah City Council on matters relating to the delivery of strategies, services and activities.

Advocacy: To provide support to a cause or to make public recommendation on behalf of others.

Annual Budget: The budget documents the financial and non financial resources required by Council to implement the outcome areas, key directions and priority actions identified in the Council Plan.

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

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

Asset expansion expenditure: Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.

Asset renewal and maintenance gap: The variance between what councils need to spend on their existing infrastructure to maintain or renew it to its original service potential or useful life, and what councils actually spend on renewal and maintenance.

Asset renewal expenditure: Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

Asset upgrade expenditure: Expenditure that either enhances an existing asset to provide a higher level of service or increases the life of the asset beyond its original life.

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.

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

Capital works expenditure: Expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade.

Charter of Human Rights and Responsibilities Act 2006: Legislation created to protect and promote human rights. It sets out freedoms, rights and responsibilities.

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

Community Satisfaction Survey: A Victorian Government survey conducted once a year to gauge community satisfaction levels with council services.

Continuous improvement: The process that ensures review and improvement practices are built into operational activities.

Corporate governance: Council's responsibility for the economic and ethical performance of the municipality.

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

Council Plan: A four-year plan which provides the medium-term framework for Council operations by outlining the community's preferred outcomes, the medium-term key directions to work toward these preferred outcomes and a set of priority actions for the forthcoming financial year. The Council Plan also includes a strategic resource plan that identifies the financial and non-financial resources required to achieve these preferred outcomes.

Council Plan indicators: Performance measures that assist Council to monitor the progress toward achievement of long-term preferred outcome areas and four-year key directions (strategies). These indicators represent the strategic indicators for monitoring the achievement of outcome areas (strategic objectives) as required by section 90 of the *Local Government Act 2020*.

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

Current assets: Financial term assets where Council expects to receive the future economic benefit within the next 12 months unless the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.

Current liabilities: Financial term liabilities where Council expects to fulfil its obligation within the next 12 months unless the Council does not have an unconditional right to defer settlement of the liability for at least 12 months after reporting date.

Equity: Financial term referring to residual interest in the assets of Council after deductions of its liabilities, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.

Feasibility study: An analysis and evaluation of a proposed project to determine if it is technically possible, is worthwhile within the estimated costs, and will be valuable. Studies also often consider the potential impact of the project and discuss options.

Financial resources: Includes income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the annual budget.

Governance: How Council operates as a decision-making body, its relationship with the administration and the ways that Council engages with their community.

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



Children enjoying the fun of Family Day Care

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

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

Key directions: High level strategies to achieve the Maroondah 2040 Community Vision preferred outcomes. These directions guide Council service delivery and inform priority actions for each financial year. These key directions represent the 'strategies' for achieving the objectives (outcome areas) of Council over the 2017-2021 period in accordance with section 90 of the *Local Government Act 2020*.

Liabilities: Financial term referring to future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.

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

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

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

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

Local Government (Planning and Reporting) Regulations 2014: Supports the operation of the Local Government Performance Reporting Framework for Councils under the *Local Government Act 2020*.

Long Term Financial Strategy: This strategy takes the outcome areas and key directions as specified in the Council Plan and expresses them in financial terms over a rolling 10 year period

Major Initiatives: Annual Budget major initiatives are significant activities of Council that will directly contribute to the achievement of the Council Plan during a given financial year and have a major focus in the budget. They are determined on an annual basis and represent a sub-set of the Council Plan priority actions for the financial year.

Maroondah 2040 Community Vision: The long-term community and Council vision for the City of Maroondah. The Vision identifies the preferred future outcome areas and key directions for Maroondah looking ahead to the year 2040.

Maroondah Health and Wellbeing Plan: A Council strategy that provides directions and guidelines for working towards an optimal state of health, safety and wellbeing for the people of Maroondah. This strategy incorporates the Municipal Public Health Plan.

Municipal Emergency Management Plan: Addresses the prevention of, response to and recovery from emergencies within the municipality of Maroondah.

Municipal Strategic Statement (MSS): Outlines the key land use and development objectives and strategies for the municipality. The MSS provides the basis for zones, overlays and particular provisions. Council will review the MSS every three years.

Municipal Public Health Plan: Sets the broad mission, goals and priorities to promote municipal public health and wellbeing; and inform the operational processes of Council and local organisations. In Maroondah, this Plan is incorporated within the Maroondah Health and Wellbeing Plan.

Municipality: A geographical area that is delineated for the purpose of local government.

Net assets: Financial term referring to the difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.


Maroondah Night Run
5KM
405
#ThisGirlCanVIC
CHANGE THE GAME
VICTORIA
THIS GIRL CAN
VicHealth

New asset expenditure: Expenditure that creates a new asset that provides a service that does not currently exist.

Our mission: A shared understanding of the purpose of the organisation that articulates how Council will work towards the achievement of the Maroondah 2040 Community Vision in conjunction with the community.

Our values: Represent attitudes and beliefs within Council that underpin organisational practices, processes, and behaviours.

Our vision: A statement of the preferred direction for the City of Maroondah that defines the aspirations of the community and serves to guide all Council activities.

Outcome Areas: Key areas of future opportunity and challenge as identified by the community in the Maroondah 2040 Community Vision. They describe the ideal future for Maroondah in very broad terms. These outcome areas represent the 'strategic objectives' of Council in accordance with section 90 of the *Local Government Act 2020*.

Overarching governance principles: The expected standards that Councils should adhere to in ensuring accountability defined in section 9 of the *Local Government Act 2020.*

Performance statement: A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the Annual Report.

Policy: A set of principles intended to influence and provide direction for Council decisions, actions, programs and activities.

Priority actions: Initiatives to be undertaken by Council that will significantly contribute to the achievement of the four-year Council Plan key directions (strategies). These actions include the major initiatives of Council for each financial year as identified within the Annual Budget in accordance with section 94 of the *Local Government Act 2020*.

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 31000:2009.

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

Statement of capital works: A statement which shows all capital expenditure of a Council in relation to non-current assets and asset expenditure type.

Statement of human resources: A statement which shows all council staff expenditure and numbers of full time equivalent council staff.

Statements of non-financial resources: A statement which describes the non-financial resources including human resources, and is made of the Statement of human resources, and summary of planned human resource expenditure (including a summary of the planned number of fulltime equivalent Council staff categorised according to the organisation structure of the Council and full-time/part-time status).

Strategic Resource Plan: A medium-term plan of the financial and non-financial resources for at least the next four years required to achieve the outcome areas identified in the Council Plan. This plan is specific to the *Council Plan 2017 - 2021* and has been prepared in accordance with section 126 of the *Local Government Act 1989*.

Strategic indicators: See Council Plan indicators.

Strategic objectives: See outcome areas.

Strategies: See key directions.

Summary of planned human resources expenditure: A summary of permanent Council staff expenditure and numbers of full time equivalent staff categorised according to the organisational structure of Council.

Summary of planned capital works expenditure: A summary of capital expenditure in relation to non-current assets classified according to the model statement of capital works in the Local Government Financial Report, by asset expenditure type and funding source.

Supporting strategies and plans: A long-term systematic plan of action to achieve defined outcomes in an area of Council activity or responsibility.

Sustainability: The principle of providing for the needs of the present community without compromising the ability of future generations to meet their own needs. The principle seeks to achieve long-term health and wellbeing across social, economic, environmental and cultural domains.

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



McAlpin Reserve

To contact Council

- phone 1300 88 22 33 or (03) 9298 4598
- visit our website at www.maroondah.vic.gov.au
- email maroondah@maroondah.vic.gov.au
- SMS 0480 020 200

Translating and Interpreter Service
13 14 50

National Relay Service (NRS)
13 36 77

MaroondahCityCouncil
maroondahcitycouncil
Maroondah City Council
@CityofMaroondah
CityofMaroondah

Maroondah City Council

2040 MAROONDAH

mcc07-Jan20