



# **Ordinary Meeting of Council Attachments**

**Monday 16 May 2022**

**Council Chamber Realm**

## ATTACHMENTS

### DIRECTOR CORPORATE SERVICES

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#### 1. Local Government Performance Reporting Framework - Service Indicator Progress Report - Quarter 3, 2021/22

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## COUNCILLOR BRIEFING – PUBLIC RECORD

### Briefing Details:

Date: Monday 11 April 2022

Time: 6:00pm

Location: Meeting Rooms 1  
& 2

### Attendees:

#### **Councillors**

Cr Mike Symon (Mayor)  
Cr Rob Steane (Deputy Mayor)  
Cr Kylie Spears

Cr Suzy Stojanovic  
Cr Tasa Damante  
Cr Paul Macdonald

Cr Marijke Graham

#### **Council Officers:**

Steve Kozlowski  
Marianne Di Giallonardo  
Chris Zidak  
Adam Todorov  
Andrew Fuaux  
Chloe Messerle  
Anton Peiris

Chief Executive Officer  
Director Corporate Services  
Acting Director Strategy & Community  
Director Operations, Assets & Leisure  
Director Development & Amenity  
Governance Officer  
Acting Manager Assets

Item 2

### Apologies:

Councillors:

Cr Tony Dib OAM, JP  
Cr Linda Hancock

Council Officers:

Phil Turner

### Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

### Items Discussed:

## Confidential

1	Council Meeting Agenda
2	Asset Plan (Draft)
3	Councillor Conference Outcomes
4	Items of a general nature raised by Councillors

### Record completed by:

Council Officer  
Title

Chloe Messerle  
Governance Officer



## COUNCILLOR BRIEFING – PUBLIC RECORD

### Briefing Details:

Date: Monday 2 May 2022

Time: 6:00pm

Location: Meeting Rooms 1  
& 2 and Teleconference

### Attendees:

<b>Councillors</b>		
Cr Mike Symon (Mayor)	Cr Suzy Stojanovic	Cr Linda Hancock
Cr Rob Steane (Deputy Mayor)	Cr Tasa Damante (teleconference)	Cr Marijke Graham
Cr Tony Dib OAM, JP	Cr Paul Macdonald	Cr Kylie Spears
<b>Council Officers:</b>		
Steve Kozlowski	Chief Executive Officer	
Marianne Di Giallonardo	Director Corporate Services	2, 7 & 8
Phil Turner	Director Strategy & Community	3 & 4
Adam Todorov	Director Operations, Assets & Leisure	
Andrew Fuaux	Director Development & Amenities	4
Nina Pirruccio	Coordinator Governance & Procurement	8
		<b>Item</b>
Damian Thorp	Coordinator Waste Management	2
Chris Zidak	Manager Business & Activity Centre Development	5
Stephen Bishop	Manager Workplace People and Culture	6
Jane Finlay	HR Projects Facilitator	6
Vita Yeung	Acting Manager IT	7
<b>Others:</b>		
Joseph Cullen, ERL Chief Executive Officer (Item 1)		

### Apologies:

Councillors:

Cr Paul Macdonald

Council Officers:

Nil

### Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

**Items Discussed:            ## Confidential**

1##	ERL Beneficial Enterprise
2	Food and Garden Organics (FOGO) Service - Bins, lids, kitchen caddies, liners & distribution costs
3	Neighbourhood Policing Framework - Local Safety Committee
4	Level Crossing Removals Project Update
5	Christmas Decorations
6	Maroondah Gender Equality Action Plan
7	Microsoft Licensing Enterprise Agreement
8	Proposed Motions for MAV State Council Meeting Friday 24 June 2022
9	Councillor Delegates' Meeting Report
10	Items of a general nature raised by Councillors

**Record completed by:**

Council Officer	Nina Pirruccio
Title	Governance & Procurement Coordinator



## **EASTERN TRANSPORT COALITION MINUTES OF MEETING**

Date: Thursday, 21 April 2022  
Time: 6.30pm – 8.30pm  
Hosted by: Knox City Council & video conferencing

### **Attendees**

#### **Councillors**

- Cr Stuart James, City of Monash (Chair)
- Cr Susan Laukens, Knox City Council
- Cr Tina Liu, City of Whitehorse
- Cr Marijke Graham, Maroondah City Council
- Cr Anna Chen, Manningham City Council
- Cr Jim Child, Yarra Ranges Council

#### **Officers**

- Christopher Marshall, City of Greater Dandenong
- Lucas Sikiotis, City of Greater Dandenong
- Matthew Hanrahan, Knox City Council
- Winchelle Chuson, Knox City Council
- Damien Tran, Knox City Council
- Daniele Raneri, Manningham City Council
- Sandra Worsnop, City of Monash
- Chris Hui, City of Whitehorse
- Mark Varmalis, Yarra Ranges Council

#### **Guest**

- George Konstantopoulos, Director – Bus Reform, Department of Transport

#### **Secretariat**

- James McGarvey, The Agenda Group

#### **Apologies**

- Cr Rhonda Garad, City of Greater Dandenong
- Dale Bristow, Maroondah City Council
- Michael Blowfield, Maroondah City Council
- Ron Crawford, Knox City Council
- Terry Tillotson, City of Monash
- Frank Vassilacos, Manningham City Council
- Karen O’Gorman, Yarra Ranges Council

**1. Welcome and apologies**

Cr Laukens assumed the chair and welcomed the attendees. (Cr James joined the meeting at 6.45pm and assumed the Chair)

**2. Conflicts of interest**

No conflicts of interest were raised.

**3. Ratify previous draft Minutes and actions arising**

Cr Liu pointed out an incorrect date in the draft minutes, and that a correction was needed to the recording of her and Cr James as moving acceptance of minutes for the February meeting, which they didn't attend.

The ETC Secretariat will arrange an alternative set of mover/seconders for the February reports.

Minutes of the March 2022 ETC meeting:

M: Cr Susan Laukens

S: Cr Stuart James

Carried

**4. ETC Finance Report**

A finance report for February and March 2022 was provided by the Knox City Council and circulated prior to the meeting, as follows:

28 Feb 2022 Balance: 5,777.14

31 Mar 2022 Balance: 42,222.86

Expenditure:

28 Feb 2022 - The Agenda Group (May and April 2021 back pay) \$14,000

M: Cr Susan Laukens

S: Cr Marijke Graham

Carried

**5. Caulfield – Rowville Trackless Rapid Transit information evening**

Cr James, ETC Chair advised that the ETC had been approached by representatives of Vicinity Centres seeking the ETC participation as co-host of a community information session on the Caulfield to Rowville Trackless Rapid Transit proposal.

The session will be held online on the evening of Wednesday May 4<sup>th</sup> 2022.

The ETC will use its social media outlets to promote the event, and Vicinity is organising a letterbox drop of flyers to households along the proposed TRT corridor.

All ETC members and Councils are asked to promote the event through their own social media and other available channels.

## **6. Victorian Bus Plan**

The meeting was joined by George Konstantopoulos, Director, Bus Reform – Department of Transport. George has had a long career on the operating side of buses with Transdev Melbourne and CDC before joining DoT late last year. He has also worked on Myki design for the bus industry.

George explained that over the last four or five months, he has put together a specialised team in planning and operations, forming a bus governance framework for DoT, with powers to make substantive decisions on bus reform, and that feeds in to the ministerial level. The team is now up and running, and importantly has sponsorship from the Departmental Secretary and DoT working groups. It also supports multimodal integration headed up by chief planner, Stuart Johns for all transport modes.

George's team are now engaged with the bus reform implementation plan – working on a framework to bring this to life, the fundamental operational program and governance requirements, and identifying and planning for the major transformative projects.

The first iteration of the implementation plan (as an internal government document) needs to be delivered 30<sup>th</sup> June, to then be signed off by the Minister and Cabinet.

The third tranche of bus-related work under way through a designated school bus reform team is a review of school bus networks, which involves looking at issues including the relationship between DoT/DET, equity and access, technology and contract performance. School buses are under optimised and present opportunities across Victoria. This needs to be blended into broader bus network reform.

Daniele Raneri, on behalf of the ETC Bus Network Reform Working Group, presented briefly to Mr Konstantopoulos and the meeting a summary of the work the group had done to highlight specific issues and case studies that go to the key tenets of the Victorian Bus Plan.

Daniele highlighted the background to the ETC's case studies and issues document, which aimed to identify key issues and refine the group's advocacy on buses, specifically:

- Bus data deficiencies and data unavailability
- Bus priority infrastructure, particularly on key arterial roads
- Bus route realignments – particularly outdated routes



- Bus stop accessibility and amenity
- Improved service frequency and coordination with other modes of public transport.
- Reform of clustered bus routes
- New bus routes to serve areas of growth
- Demand responsive services – particularly for lower density areas.

Mr Konstantopoulos had read the ETC's bus case studies and issues document prior to attending the meeting and he is ready to discuss together with the ETC bus network review opportunities including consideration of:

- through trials how do we structure up networks,
- how do we take into account infrastructure needs,
- how do we blend in blend in real time passenger information and technology, and
- how does it all contribute to customer service delivery.

Responding to the specific items raised in Daniele's presentation on behalf of the ETC, George said:

- that deficiencies with data has been recognised within DoT
- priority infrastructure and opportunities with smarter roads technology trials – can organise a presentation for the ETC on this
- a bus route realignment process is being actively considered within government currently
- bus stop/interchange future strategy also currently under development
- other issues the ETC raised are very topical at the moment. For instance DoT is looking at how they transition FlexiRide from a trial to 'business as usual' implementation
- real time passenger information also currently being looked at and trialled in various places.
- they are working closer with the roads division on smarter roads, looking at dynamic factors on the road network to support bus priority
- there is a clear alignment between the ETC and work DoT is doing at the moment.

In further points of discussion George spoke of the bus network review taking the form of a challenge to the conventional approach to network planning, and a document setting this out is under internal consideration. It incorporates a route hierarchy approach and contemporary planning practices, but looks to identify which areas of the network they can review in trial to apply their newly developed theorem.

He said the ETC region has capacity to host different facets of the bus plan implementation and may provide an opportunity for integrated transport planning, and to test the work DoT are doing on buses. This is open to further offline discussion with the ETC.

Acknowledging the need for significant financial investment to generate significant change, George indicated there is currently an appetite within Government to sponsor bus funding over the next few years, and as part of the Big Build projects.

The current Myki tender process and next generation of ticketing systems and data capture should improve the availability of data necessary to assist with well informed transport planning.

When asked about the possibility of a bus service mirroring the proposed SRL corridor, including the fact that there is currently no link between Glen Waverley and Box Hill, it was suggested that this is currently under consideration within Government, though George was unable to clarify details. He also referenced that a lot of work is being conducted on the Manningham corridor, in conjunction with the North East Link project and through initiatives like the Bulleen Park & Ride.

A Parliamentary Committee is currently looking at issues of school bus fleet underutilisation and the potential to better serve isolated communities. The Department of Transport will need to respond to the Committee's report in due course.

The bus stop shelter contract market process is under way. There is also funding committed for a strategy to address bus stop and interchange siting, safety and amenities.

DoT is open to considering further rollout of FlexiRide services to aid efficient bus service delivery.

George said that he looks forward to getting data to understand the uptake of bike racks on buses, their effect on operations and what other opportunities exist.

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

## **7. 2022 Work plan and election advocacy**

James McGarvey, ETC Secretariat reported that feedback had been received from the City of Greater Dandenong and Manningham City Council on the two background documents prepared by the ETC Bus Network Review working group that will inform the advocacy by the ETC for bus investment and projects.

Given the potential continuing engagement with the DoT on a range of bus issues, this will necessarily remain a work in progress for some time.

James will liaise further with Daniele Raneri to identify areas where more specific 'advocacy asks' on buses can be set out, though the objective of gaining an overarching bus network review for the east remains of prime importance.

For the next meeting of the ETC, members will be provided with outlines of our position on rail and active transport issues, and asked for feedback.

#### **8. Local Presentation – Knox City Council**

Given time constraints, it was agreed that the presentation by Knox City Council on a local transport issue will be rescheduled for the May meeting of the ETC.

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#### **9. Other Business**

Cr James reported that he is presenting to the Eastern Region Group of Councils on Friday 22<sup>nd</sup> April about the ETC's state election policy development and advocacy.

Winchelle Chuson reported that Upper Ferntree Gully is getting a car park upgrade with space for 30 cars.

Mark Varmalis advised that DoT are appointing new Executive Directors, some of whom have a regional focus/responsibility (i.e. interface Councils vs inner Councils) under a new structure. Greater emphasis is being placed on mode integration. Belgrave car park is now under construction and Mooroolbark is almost finished.

Cr Child reported that the federal electorate of Casey has been the beneficiary of a number of election promises, including \$4.9 million pledged by the Federal Opposition to fully fund Stage 2a of the Yarra Valley Trail. The State Opposition is also coming out early in making state election promises including \$5 million for a road project in Seville East.

Cr Graham informed the group that the Bedford Rd level crossing removal is well progressed, followed by East Ringwood. Coolstore Rd is more complex with multiple authorities involved.

Chris Marshall suggested we speak with the Bicycle Network when we finalise our active transport policies.

Winchelle introduced Damien Tran to the group, who will replace her when she goes on maternity leave in August. The group congratulated Winchelle on her great news!

#### **10. Next Meeting**

The next meeting is scheduled to be held online (no attendance) on Thursday, 19<sup>th</sup> May 2022, commencing at 6.30pm.

### **Action Summary**

<b>Action Items</b>	<b>Owner(s)</b>	<b>Deadline</b>	<b>Status</b>
1. ETC Secretariat to correct the mover and seconder of the February meeting minutes.	ETC Secretariat	May 2022	In progress
2. ETC Secretariat to invite representatives of a ticketing system tender to present to the May ETC meeting.	ETC Secretariat	May 2022	In progress
3. ETC Secretariat to reschedule Knox City Council's presentation for the May meeting.	ETC Secretariat/Knox	May 2022	In progress
4. Seek further information on the possible SRL corridor aligned bus service	ETC Secretariat	May 2022	In progress
5. Arrange presentation from DoT on smart road technologies	ETC Secretariat	May 2022	In progress



## Maroondah Community Health and Wellbeing Committee – Minutes

### Meeting Details:

Date: Tuesday 5 April 2022

Time: 9:30am-11:30am

Location: Realm &  
Teleconference

### Attendees:

#### **Councillors**

Cr Suzy Stojanovic (Acting Chair)

Cr Tony Dib OAM, JP

#### **Council Officers:**

Grant Meyer, Manager Integrated Planning

Kirsten Jenkins, Manager Health, Local Laws and Emergency Management

Phil Medley, Team Leader Council and Community Planning

Brian Tu, Community Development Officer

Judy Morris, Administration Officer (Minute Taker)

#### **Agency Representatives:**

Jodie Murphy (Eastland)

Fiona Purcell (Outer Eastern Local Learning and Employment Network)

Christine Farnan (Department of Families, Fairness and Housing) (T)

Pete Stockton (Youth Substance Abuse Service)

#### **Community Representatives:**

Andrea Salmon

Cathy White

#### **Others:**

Angie Dimech, Service System Navigator - The Orange Door, Outer East

Rachel Robertson, Sustainability Planner, Maroondah City Council

### Apologies:

Councillors:

Council Officers:

Agency Representatives:

Cr Tasa Damante (Chair)

Phil Turner, Director Strategy and Community

Sharon Barker (EACH)

Edwina Ricci (Maroondah Positive Education Network)  
Partnership)

Vic Carrier (Neami National Ringwood)

Lisa Paulin (Eastern Metro Primary Health Network)

Community Representatives:

Prateeti Sabhlok

**Conflict of Interest Disclosure:**

Councillors:

Nil

Council Officers:

Nil

Agency Representatives:

Nil

Community Representatives:

Nil

**Items Discussed**

## 1. OPENING OF MEETING

The Acting Chair, Cr Stojanovic, opened the meeting and provided an Acknowledgement of Country.

## 2. WELCOME

## CONFIRMATION OF MINUTES - TUESDAY, 8 FEBRUARY 2022

## ITEM 3

The minutes of the Maroondah Health and Wellbeing Committee from 8 February, 2022 were carried and moved by Jodie Murphy and seconded Cr Tony Dib.

## 4. ITEMS

MAROONDAH SUSTAINABILITY STRATEGY CONSULTATIONS -  
RACHEL ROBERTSON

## ITEM 4.1

Rachel Robertson, Sustainability Planner at Maroondah City Council, spoke to the draft Sustainability Strategy 2021-2030 and provided a presentation as attached to the minutes.

Rachel provided a definition of sustainability and explained that this Strategy is not purely an environmental sustainability strategy, but also acknowledges the importance of resilience, social and economic sustainability.

The draft Strategy has three pillars: Environment, Social and Economic, acknowledging that the environment underpins the social and economic pillars. Following the three pillars are six sustainability areas:

- **Built Environment** - creating safe and accessible neighbourhoods, reducing the impact of the urban heat island effect, supporting low carbon, low cost and accessible transport infrastructure and connectivity
- **Climate Change** - recognising the impact of climate change on health, including heatwaves, storms and flooding, bushfires and air quality, pandemics and climate anxiety. Council will be developing a climate change plan later in 2022/23 to address these issues in greater detail.
- **Community Connections** - Building relationships, social sustainability, environmental education, community-led collaboration and partnerships.

- **Green Economy** - Developing new jobs that encourage positive environmental outcomes within Maroondah, and using 20-minute neighbourhood principles to support local community centres.
- **Green Infrastructure** - Encouraging the use of vegetation as a service within the urban environment, connection to nature.
- **Governance, Evaluation and Improvement** - Reporting and evaluation to monitor the progress made towards the Strategy.

Council is considering how it can best integrate community needs and partnerships into the Strategy over the next ten years. The draft Strategy will be released for public exhibition between 11 April and 23 May 2022. It is then scheduled to be presented to Council for adoption in July 2022.

#### Discussion

- It was noted that food security and food costs are examples of how climate change can impact on health and should be highlighted in the Strategy
- It was suggested that the Strategy consider exploring microclimates within units and apartments to promote sustainability and address climate change
- In supporting the Green Economy, it was suggested that Council could create a Green Business directory on Council's website.
- It was suggested that Council prepare a guide of plants that can be planted on nature strips across the municipality.
- Native Plants - A question was raised as to whether Council can run a scheme to promote native plants. In the past CRISP nursery has provided free plants at the Maroondah Festival and Council also has sourced plants from CRISP to give away.
- A discussion followed on the need for neighbourhoods to feel safe in implementing 20 minute neighbourhood principles. It was noted that there are a number of streets within Maroondah that still do not have footpaths and there was a need for effective communications to the community about the footpath program. Officers noted that whilst Council has considerably expanded the scale of footpath works in recent years with an associated prioritisation methodology, it is a long-term project given the scale of works that still need to be attended to. Forthcoming footpath works are typically communicated to areas within the municipality where work is planned.
- It was noted that under the Public Health and Wellbeing Act 2008, Council is required to draw a link between climate change and health and wellbeing. The draft Sustainability Strategy, along with the recently developed Maroondah Liveability, Wellbeing and Resilience Strategy, highlights the connection and integration between these areas. The Committee was encouraged to provide feedback on the draft Sustainability during the exhibition period.

#### ORANGE DOOR - CROYDON PRESENTATION AND DISCUSSION

#### ITEM 4.2

Angie Dimech from Family Safety Victoria provided an update to the Committee on the new Orange Door in Croydon.

Establishment of The Orange Door is one of the Victorian Government's key responses to the 2016 Royal Commission into Family Violence. One of the recommendations from the Commission was to establish 17 Orange Doors in Victoria. The Orange Door roll out commenced in July 2017, and is overseen by Family Safety Victoria.

The Orange Door brings existing services together in a single location and provides service system coordination.

The Orange Door Outer East will provide a new way for community members to access existing services, based at Croydon in a purpose-built setting based in the new Croydon station carpark, and open Mon to Friday 9am to 5pm. The Open Door has a 'no wrong door' policy and is accessible and inclusive for everyone. There are a number of other services and partner agencies operating from the hub, working together as an integrated model.

The Orange Door is a free service for adults, children and young people including Aboriginal and Torres Strait Islanders, people with a disability, and over 65 years of age who have experienced or are experiencing family violence, along with families who need extra support with the care of children.

Services are due to commence in mid-May, with 85 staff, security staff, two reception desks, one at a lower level for wheelchair access, two consultation rooms in reception area, and weighted furniture. There is a safe area for children and additional consultation rooms. There will be seven practice leads who will work across the seven teams. Team Leaders will intermix promoting integrated practice. A visitor to Orange Door can tell their story, without having to repeat it to another agency.

There will be two additional access points established for The Orange Door in the Shire of Yarra Ranges (Belgrave and Yarra Junction). Additional outposts are also being considered in Knox, Maroondah and Yarra Ranges.

#### Discussion

Angie outlined the following in response to questions.

There will be an official launch and communications pack that will provide a range of information to the community about the service and contact details. The Orange Door Outer East covers all of the Maroondah municipality. All Orange Doors will have access points linked through a state-wide database.

The Police portal L17 will come to Orange Door as a central point. Staff at Orange Door will make an assessment and then refer onto other services. Young people can also directly access services through Orange Door.

There is a state-wide referral form for professionals to complete when referring clients to The Orange Door.

A service directory is being built by Orange Door. They are open to adding in new services. Kirsten Jenkins suggested Orange Door include the Maroondah Connect service within this Directory.

Angie advised the Committee that she is available to present to services or at other committee/network meetings.

The Committee were asked to email any further questions to Angie at Orange Door - [Angie.Dimech@familysafety.vic.gov.au](mailto:Angie.Dimech@familysafety.vic.gov.au)

For further information, please refer to [www.orangedoor.vic.gov.au](http://www.orangedoor.vic.gov.au)

BREAK

ITEM 4.3



**EASTLAND COMMUNITY PARTNERSHIP PROJECTS PRESENTATION AND DISCUSSION - JODIE MURPHY**

ITEM 4.4

Jodie Murphy, Community Relations Manager for QIC based at Eastland, shared some of the community partnership projects that Eastland are running and provided a presentation as attached to the minutes.

Jodie gave a background into her role which is a unique one to QIC and new to the shopping centre sector. It connects with the community and was established to deliver a five year strategy with a broad range of objectives - all of which were reached within two years. Jodie commended the research, engagement and governance in place at Maroondah Council which supported the business case being endorsed by QIC. Jodie is also assisting other QIC shopping centres to help get similar roles established.

Eastland's community partnerships have been based on principles of generosity, collaboration and belonging. The three key pillars of focus are: education including learning and employment pathways, sports, particularly working with grass roots clubs and associations, and wellbeing to enable flourishing communities.

Everything Eastland does in the community comes back to these three pillars with initiatives including:

- **Education** - providing education and support to Maroondah Integrated Kindergarten Association (MIKA), early childhood education centre, e.g. donating art supplies, assisting schools, supporting people in obtaining employment, providing space, etc. Examples are - Box Hill Institute has a shopfront at Eastland, Glen Park Community Centre has a shopfront at Eastland, and Eastland is involved with the Maroondah based Communities of Wellbeing.
- **Sports** - Sport plays an important part in Maroondah's wellbeing with high participation rates. As a result Eastland partners with and provides support to: Eastern Football and Netball League, Ringwood Hawks Basketball Club, Ringwood Bowls Club and Melbourne East Netball Association.
- **Wellbeing** - Eastland provides a strong presence within the local wellbeing space and have multiple partners including: Eastern Health, Communities of Wellbeing, Alannah & Madeline Foundation, Maroondah City Council, The Salvation Army and Glen Park Community Centre. Glen Park Community Centre has a shopfront at Eastland where they assist people with school uniform and supply donations for people in need. They also run a 'Hungry for Success' social enterprise program as a training and employment pathway, in partnership with Eastland and the Glad Group. Eastland has since employed people who have completed the program. During COVID-19 lockdowns in 2020 and 2021, the Eastland Valet carparking area was used for meal collection. Support was also provided to nurses working at Eastern Health hospitals during COVID-19 where 4,600 meals were delivered. Eastland continue to assist with provision of self-care packs. Niku packs were given to parents and sensory packs for children with autism when they attend an Emergency Department. Eastland also coordinate an Alannah and Madeline Foundation fundraiser during school holidays and a Salvation Army fundraiser at Christmas.

One of Eastland's biggest partnership project is the URSTRONG Program delivered in conjunction with Maroondah City Council, Department of Education, Communities of Wellbeing and the Maroondah Positive Education Network.

URSTRONG and Eastland share a strong, mutual interest in empowering youth and school communities while positively influencing all aspects of their lives via the development of healthy friendships.

URSTRONG empowers kids with friendship skills while providing parents and teachers with a common language to support them. As a result, youth gain the tools they need to foster friendships that are transparent, supportive, and rooted in integrity.

A whole-community strategy, URSTRONG utilises the Friendology 101 curriculum, the Educator and Parent Resource Centres, and a variety of workshops and teacher training sessions. Using practical, step-by-step instruction, students learn how to differentiate and manage conflict (Friendship Fires™ vs Mean-on-Purpose) with kindness and respect.

The URSTRONG Program is a whole school friendship strategy, connecting people together, enhancing the wellbeing of students. Teaching a common language used by teachers, students and parents. There are 15 URSTRONG schools within Maroondah.

As part of the program, primary school aged students were given Friendship Journals (annual planners) to fill out as part of a commitment to supporting the youth of Maroondah and leadership in creating a healthy and connected community. Eastland has subsidised 50% of the cost of the Friendship Journals. The journals have activities, with a new theme each month (e.g. gratitude), which the school will activate each month's topic. The 'Friendology' Program is building strong connections which will filter through to the community and sporting club.

A few of the unique features are:

- Friendship Ninja Tracker - students set a friendship goal and track it;
- Monthly Themes - new wellbeing topic each month, such as respect, trust, kindness, etc.
- Learning Opportunities - each month features a country for learning new language, etc.

Eastland has also encouraged schools to participate in activities, programs and tours held at the shopping centre. So far, 15 schools have participated in these activities.

Jodie then shared a video about the URSTRONG program to conclude the presentation.

#### Discussion

- Glen Park's social enterprise program has developed further to provide a range of potential employment pathways for young people. Some have been employed at Eastland following the end of the program.
- Penny Moore, Community Development Officer at Maroondah City Council, is updating a brochure that includes all of the emergency relief agencies in Maroondah.
- Eastland also assists sporting clubs such as SALT with in-kind support.

#### INFORMATION SHARE

#### ITEM 4.5

Brian Tu noted that Council's annual Community Grants Funding Program is now open for applications from not for profit incorporated organisations. The Program comprises three schemes - Community Development, Small Equipment and Emergency Relief. The closing date for applications is 27 April 2022. More information can be found on Council's website: <https://www.maroondah.vic.gov.au/Community-support-business/Community-funding-grants/Community-Grants-Funding-Program>

Phil Medley provided an update on three Council health and wellbeing programs:

- Let's Get Neighbourly - A program that involves training and mentoring community connectors, which will enable people to assist with community development work across

Maroondah and encourage people to build relationships in neighbourhoods. Sessions are being run at Glen Park and North Ringwood Community House. More information on Council's website: <https://www.maroondah.vic.gov.au/Community-support-business/COVID-19-Coronavirus/Support-for-COVID-19/Be-Kind-Maroondah/Be-kind-to-others/Let%E2%80%99s-Get-Neighbourly-Maroondah>

- Addressing Anxiety Workshops - Two workshops being held, one at Realm and one online session. The session at Realm will be held on Wednesday 6 April from 10am to 11:30 am and Tuesday 26 April 7pm to 8:30pm online session. More information on Council's website: <https://www.maroondah.vic.gov.au/Explore/Whats-on-in-Maroondah/Events-calendar/Addressing-anxiety-online-workshop>
- The LIFT project is a community mental health and wellbeing initiative to be run over winter months commencing in June. Community members will be encouraged to undertake a seven-week online program of videos and engage in various topics. A range of face to face sessions will also be offered to encourage people to connect with one another as they undertake the program. Council is jointly funding this initiative with EACH, whilst partnering with Eastern Regional Libraries, local community houses, and Communities of Wellbeing.

Christine Farnan noted new emergency management draft plans have been established by the Victorian Government and a new emergency managing director has commenced. The Department of Health have a number of reforms underway.

Kirsten Jenkins advised that Council's Local Law is currently under review focusing on general safety and amenity in Maroondah. The Local Law will be open for public consultation in late April. Kirsten asked the Committee to think about what is important regarding safety and amenity in Maroondah and provide input when consultation opens. A presentation on the Local Law review may be provided at a future Maroondah Community Health and Wellbeing Advisory Committee meeting.

Fiona Purcell reported that the Outer Eastern Local Learning and Employment Network are hosting a Youth Week expo program at Eastland next week, with another one to be run at Chirnside Park. Current partnerships include a 'Jobs for Youth' Program to seeks to address youth unemployment and disengagement. Apprenticeship evenings are planned for young adults aged 18 to 25 years at locations in Lilydale, Box Hill and Knox.

Cathy White advised that 4TK, a new drop-in centre, is open in Ringwood (opposite Ringwood station) 8am to 2pm. 4TK offers a safe and inclusive community space for youth aged 13 to 25.

Pete Stockton spoke about the Youth Substance Abuse Service which involves assisting disadvantaged young people and linking them with detox and rehabilitation programs. These services also seeks to reconnect school leavers back to school or apprenticeships.

Andrea Salmon provided information on the Kids Hope Program operating in local primary schools. Churches partner with primary schools to offer mentors. Ringwood Church of Christ partners with Eastwood Primary School. More information on the program can be found at: <https://kidshope.org.au/about-us>

CLOSE OF MEETING - NEXT MEETING DATE - TUESDAY 26 JULY 2022 ITEM 4.6

The Meeting concluded at 11:45 am



## Maroondah Access Inclusion and Equity Advisory Committee – Minutes

### Meeting Details:

Date: Monday 4 April 2022

Time: 9:30-11:30am

Location: Realm

### Attendees:

#### **Councillors**

Cr Suzy Stojanovic (Chair)

Cr Marijke Graham

#### **Council Officers:**

Grant Meyer - Manager Integrated Planning

Phil Medley, Team Leader Council and Community Planning

Susannah Petris, Social Planning and Development Officer

Judy Morris, Administration Officer (Minute Taker)

#### **Agency Representatives:**

Sally Brooks (Migrant Information Centre)

Ange Talidis (Wellways)

Hilary Bird (Glen Park Community Centre)

Vicki Bryce (Uniting)

Elke Smirl (Mullum Mullum Indigenous Gathering Place)

Avega Bishop (Women's Health East)

Ange Dimech, Service System Navigator (The Orange Door Outer East)

#### **Community Representatives:**

Cara Hudson

Philip Hughes

Jacob Matthew

#### **Others:**

Jane Finlay - HR Projects Facilitator, Maroondah City Council via MS Teams

Richard Joseph - Active and Healthy Ageing Coordinator, Maroondah City Council

Mekayla Adorno - Youth Development Worker, Maroondah City Council

### Apologies:

Councillors:

Cr Linda Hancock

Council Officers:

Phil Turner, Director Strategy and Community

Deb Styles, Manager Community Services

Agency Representatives:	Jane Threader (Eastern Domestic Violence Service)
	Lee Barker (Eastern Volunteers)
	Gerardine Daniels (Department of Families, Fairness and Housing)
	Janene Evans (Eastern Domestic Violence Service)
	Kate Gibson (Eastern Community Legal Service)
Community Representatives:	Wesley Bawia

**Conflict of Interest Disclosure:**

Councillors:	Nil
Council Officers:	Nil
Agency Representatives:	Nil
Community Representatives:	Nil

**Items Discussed**

1. OPENING OF MEETING

The Chair, Cr Stojanovic, opened the meeting and provided an Acknowledgement of Country and welcomed new committee member Angie Dimech (The Orange Door Outer East).

Cr Stojanovic advised the Committee of the result of the recent Wonga Ward bi-election, with Cr Linda Hancock being elected as the Ward Councillor. Cr Hancock will be a Councillor representative on this Committee. A brief overview of Cr Hancock's background was provided to the Committee by Cr Stojanovic.

2. WELCOME

3. CONFIRMATION OF MINUTES - MONDAY, 7 FEBRUARY 2022

ITEM 3

The minutes of the Maroondah Access, Inclusion and Equity Advisory Committee from 7 February, 2022 were carried and moved by Jacob Matthew and Seconded by Avega Bishop.

4. ITEMS

ORANGE DOOR OUTER EAST - ANGIE DIMECH, SERVICE SYSTEM  
NAVIGATOR, ORANGE DOOR

ITEM 4.1

Angie Dimech spoke to the group about the Orange Door Outer East.

The Orange Door is one of the Victorian Government's responses to the 2016 Royal Commission into Family Violence. The Orange Door roll out across Victoria commenced in July 2017, and is overseen by Family Safety Victoria. The service is State Government funded and there are now 15 Orange Doors around the state (with a future total of 17).

The Orange Door is a free service for all adults, children and young people who are experiencing, or have experienced, family violence, as well as families that need extra help with their children. The Orange Door Outer East will provide intake and assessment for existing services and will be based at Croydon in a purpose built building on the ground level of the new Council station carpark. There will be several other services and partner agencies operating from the location, all working together using an integrated model. There will also be two additional access points in the outer east, given the large geographic area it covers (Maroondah, Knox and Yarra Ranges).

The service is scheduled to open in May 2022, with 85 staff, security staff, two reception desks (one wheelchair access compatible), two consultation rooms in the reception area, and weighted furniture. There is a safe area for children and additional consultation rooms. A visitor to Orange Door will tell their story once, without having to repeat it to another agency.

The Service System Navigator role is about establishing pathways into the service, pathways from the service and ensuring accessibility of the service.

Training will be provided to staff which will also include cultural awareness component. There will be an interpreting service available. Clients can also email or telephone the Orange Door. The building and the service has been designed with accessibility in mind. There is also an Aboriginal Advisory Group.

For further information refer to [www.orangedoor.vic.gov.au](http://www.orangedoor.vic.gov.au)

Discussion by Advisory Committee members centred around how to ensure the service is inclusive and equitable for specific groups, including for men and men with children, people with a disability, people with low levels of reading, and a suggestion was made for staff to undertake communication access training which may, for example, include having visual displays to point to.

A communications pack will be made available soon.

The Committee were asked to email any further questions or suggestions to Angie at Orange Door Outer East.

[Angie.Dimech@familysafety.vic.gov.au](mailto:Angie.Dimech@familysafety.vic.gov.au)

#### **GENDER EQUALITY ACTION PLAN - JANE FINLAY, HUMAN RESOURCES PROJECTS FACILITATOR, MAROONDAH CITY COUNCIL**

#### **ITEM 4.2**

Jane Finlay spoke to a PowerPoint presentation, as attached to the minutes, as a follow up from the presentation given at the 12 October 2021 meeting.

Jane provided some background information on the Maroondah Gender Equality Action Plan 2021-2025 and what it means for the workforce and for our community.

The Plan is now complete with key obligations met under the Act. The Plan has been submitted to The Commission and will be checked for compliance under the Act, which may result in some variations. The Plan will be available on Council's website.

The 2020-21 Maroondah Workforce data snapshot was discussed with the Committee under the headings of:

- Workforce composition;
- Pay equity;
- Recruitment and promotion;
- Leave and flexibility;
- Workforce segregation;
- Sexual Harassment;
- Bullying, discrimination and harassment;
- Workplace culture

The key priorities of the Plan were presented to the Committee along with information on resourcing arrangements.

Discussion by Committee members included a suggestion to use non-gendered language. The added complexities of the LGBTIQ community and the language of violence against women was noted. Non-inclusive language can impact access to services and supports if people do not see themselves in the data or in the language. A suggestion was made to consider changing the language around parental leave to wording reflecting primary and secondary carers.

Any feedback or questions to be emailed to Jane Finlay [jane.finlay@maroondah.vic.gov.au](mailto:jane.finlay@maroondah.vic.gov.au)

**POSITIVE AGEING ELDER ABUSE INITIATIVES - RICHARD JOSEPH,  
ACTIVE AND HEALTHY AGEING COORDINATOR, MAROONDAH CITY  
COUNCIL**

**ITEM 4.3**

Richard Joseph spoke to a PowerPoint presentation, as attached to the minutes, as a follow up from a presentation given at the 12 October 2021 meeting.

The *Positive Ageing Framework and Action Plan 2021-2025* will be launched this Wednesday.

The six domains in which elder abuse and ageism are mentioned are:

- Social connections;
- Respect;
- Health and Wellbeing;
- Community;
- Quality of Life;
- Safety and security

Council's *Positive Ageing Framework and Action Plan 2021-2025* is aligned with the Eastern Community Legal Centre's Preventing Abuse of Older People in Melbourne's East.

Richard identified previous examples of preventative efforts from 2020 to 2021 which included Be Kind letter writing campaign, EngAGE short story competition and GenConnect bringing older residents and younger children together at Maroondah.

Council has a planned event entitled: Living Your Best Life, Your Entire Life - elder abuse awareness, 25 May 2022 at Karralyka which is targeted towards community leaders and is being held in conjunction with Women's Health East and Eastern Community Legal Centre. This is the first elder abuse initiative forming part of a five-year framework. It will be promoted via networks and the Maroondah City Council website.

Elke Smirl from Mullum Mullum Indigenous Gathering Place is also partnering with Eastern Community Legal Service on the topic and has resources available to help with education and awareness.

A Come and Try day will be held on Wednesday 6 April 2022 at Maroondah Nets.

WALK AND TALK INITIATIVE - MEKAYLA ADORNO, YOUTH  
DEVELOPMENT WORKER, MAROONDAH CITY COUNCIL

ITEM 4.4

Mekayla Adorno spoke to a PowerPoint presentation, as attached to the minutes.

*Walk and Talk* is a new initiative introduced by Council's Youth Services team and will commence at the end of April. It is based on the *Pathways for Carers* program.

Council has teamed up with Mullum Road (Ringwood), along with the University of Melbourne School of Population and Global Health.

The program has been co-designed and developed by young people who were involved with the process. Mekayla and colleagues met with young people in Maroondah on five occasions to identify what they need in a program.

An information pack is available that includes *Walk and Talk* information and *Walk and Talk* FAQ's.

Walks will be supported by a mental health worker, volunteers and a therapy dog.

The Program will run from 4:30pm to 5:30 pm where the group will meet outside EV's Youth Centre in Croydon and walk along the Tarralla Creek trail. Participants can join and unjoin as it is being run as a drop-in program.

To access and enrol in the program go to Youth Services website, then go to '*Walk and Talk*' and locate the expression of interest form.

A text will be sent to those registered with details of when the walk will commence.

Discussion commenced with Committee members from the following groups offering to promote *Walk and Talk*:

- Migrant Information Centre,
- Uniting;
- Mullum Mullum Indigenous Gathering Place;
- Women's Health East;

If any assistance is required with Myki's - Maroondah Community Assist can help.

Discussion followed on where to promote the initiative, such as promoting through the Realm library, Council's Sport and Recreation team and by contacting Different Journeys.



To attend the participant must have a strong connection to Maroondah, either work, play, study or visit family here.

For more information:

<https://www.maroondahyouth.com.au/Programs-for-Young-People/Walk-and-Talk?BestBetMatch=walk%20and%20talk&dde75971-e61c-42cc-ad4f-1995c7268e20|724da5bf-e683-4926-9150-92be9539315a|en-AU>

## **INFORMATION SHARE**

## **ITEM 4.5**

Phillip Hughes - Interfaith - Harmony day to be held on Sunday 22 May 2022. Information to be sent out soon. Further information available on [www.maroondahinterfaith.org.au](http://www.maroondahinterfaith.org.au)

Ange Talidis - Wellways - If this group is aware of anyone who is homeless or sleeping rough, contact Ange.

Phil Medley - Council's Community Grants annual funding round is now open with three themes - community development, small equipment and emergency relief and closes on 27 April 2022.

Let's Get Neighbourly - involves training sessions for community connectors, with mentoring provided, so they can assist with community development work and build relationships with neighbours. Sessions are being run at Glen Park on Glen Park Community Centre on Wednesday 27 April, 10am to 12.30pm and at North Ringwood Community House on Thursday 28 April 2022 at 10 am.

Mental Health and Wellbeing Workshops - Two workshops being held, one at Realm and one online session. The session at Realm will be held on Wednesday 6 April from 10 to 11:30 am and Tuesday 26 April 7 to 8:30 pm online session.

More information on Council's website <https://www.maroondah.vic.gov.au/Explore/Whats-on-in-Maroondah/Events-calendar/Addressing-anxiety-online-workshop>

Cr Marijke Graham - Communities of Wellbeing (COW) is a grass roots organisation doing work around positive psychology. COW holds monthly meetings on the first Wednesday of each month at Realm from 5:30 to 7:30 pm. For more information: <https://communitiesofwellbeing.org.au/> or email Cr Graham.

Migrant Information Centre - Offices are now reopened in Box Hill and Ringwood for face to face and group programs. A new employment program has commenced with funding from Jobs Victoria with Job Victoria Mentors supporting people into employment. There are new gender equity programs and an asylum seeker program that provides emergency relief services.

Uniting - Wesley and Harrison have now merged with the one service Uniting with two locations in Ringwood and Glen Waverley. The Tenancy Team, which includes Tenancy plus and Tenancy Advice Programs, runs out of Ringwood Pratt street location. There is a youth team and a family violence team, Children's resource network, short term accommodation for people aged over 50, Reconciliation program, Crisis response team and the Pantry for material aid which faced challenges during COVID-19. Since COVID-19 Uniting has reopened the foyer to reception and are getting ready for face to face appointments in reception after a challenging two years with COVID-19.

Women's Health East (WHE) - Introduction to Preventing Violence Against Women to be held on 28 April 2022 for practitioners and other sectors, \$50 per person to attend. Together for Equality and Respect Community of Practice will be held in late April. WHE are looking at three frameworks - which includes violence against women

[TOGETHER FOR EQUALITY & RESPECT – Preventing Violence Against Women in Melbourne's East 2017-2021 \(whe.org.au\)](http://whe.org.au)

Mullum Mullum Indigenous Gathering Place for Aboriginal and Torres Strait Islanders has a suite of programs that run every month, such as: an Elder group, fitness walk, women's group, men's group, yarn circle, Yeng Gali Mullum - a choir based on reconciliation held on Mondays and a food relief program linked in with Glen Park Community Centre. The Gathering Place's Social enterprise has a van that provides catering and cultural experience for anyone interested.

<https://mmigp.org.au/events/>

MEETING CLOSE

ITEM 4.6

The Meeting concluded at 11:33 am

# FINANCIAL REPORT

Nine months ended

31 March 2022



Financial Report  
Nine months ended 31 March 2022

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Financial Report  
Nine months ended 31 March 2022

## 1. Income Statement

For the nine months ending 31 March 2022

	YTD Forecast Budget \$'000	YTD Actual Results \$'000	YTD Forecast Variance \$'000	Annual Forecast \$'000	Adopted Budget \$'000	Variance Adopted To Forecast \$'000
<b>Income</b>						
Rates & charges	99,185	99,196	11	99,283	99,228	54
Statutory fees & fines	3,373	3,311	(62)	4,772	4,854	(82)
User fees	12,507	12,372	(134)	18,110	27,155	(9,045)
Contributions - cash	6,187	6,282	95	7,743	5,083	2,660
Grants - operating (recurrent)	5,026	5,103	77	8,855	8,095	760
Grants - operating (non-recurrent) *	2,761	2,818	57	3,216	281	2,935
Other income	548	549	1	781	955	(173)
Net gain (loss) on disposal of property, infrastructure, plant & equipment	115	400	285	92	(93)	185
<b>Total income</b>	<b>129,701</b>	<b>130,031</b>	<b>330</b>	<b>142,853</b>	<b>145,559</b>	<b>(2,706)</b>
<b>Expenses</b>						
Employee costs	45,158	45,135	24	60,040	59,770	(269)
Materials and services	20,681	19,893	787	27,447	27,805	358
Contractors *	19,378	18,538	840	26,452	25,669	(783)
Depreciation and amortisation	19,402	19,402	0	25,869	25,869	0
Amortisation - right of use assets	0	0	0	858	858	0
Finance costs	388	388	(0)	905	1,028	123
Finance costs - leases	0	0	0	52	52	0
Other expenses	1,240	1,239	1	743	665	(77)
<b>Total expenses</b>	<b>106,248</b>	<b>104,595</b>	<b>1,652</b>	<b>142,365</b>	<b>141,716</b>	<b>(650)</b>
<b>Underlying surplus (deficit)</b>	<b>23,454</b>	<b>25,436</b>	<b>1,982</b>	<b>488</b>	<b>3,843</b>	<b>(3,355)</b>
Grants - capital (recurrent and non- recurrent) *	12,565	12,446	(119)	19,670	19,046	624
<b>Comprehensive result</b>	<b>36,018</b>	<b>37,882</b>	<b>1,864</b>	<b>20,158</b>	<b>22,889</b>	<b>(2,731)</b>

\* Three of the four multi-level (ML) carpark income and expenditure forecast budgets have been reduced in March 2022 due to timing of the projects. The Income forecast budgets are reduced by \$34.9M (Ringwood ML carpark \$9.7M, Heathmont ML carpark \$10.3M and Heatherdale ML carpark \$14.8M). The Expenditure forecast budgets are reduced by \$38.2M (Ringwood ML carpark \$13.1M, Heathmont ML carpark \$10.3M and Heatherdale ML carpark \$14.8M).

Financial Report  
Nine months ended 31 March 2022

**2. Balance Sheet - as at 31 March 2022**

	31/03/2022	31/03/2021	30/06/2021
	\$ '000	\$ '000	\$ '000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	37,109	28,296	27,914
Trade and other receivables	40,403	24,945	13,589
Other financial assets	31,343	52,763	37,917
Inventories	503	417	421
Other assets	1,009	78	1,338
<b>Total current assets</b>	<b>110,367</b>	<b>106,498</b>	<b>81,179</b>
<b>Non-current assets</b>			
Trade and other receivables	571	277	571
Other financial assets	1,057	1,057	1,057
Investments in associates, joint arrangements and subsidiaries	3,733	3,639	3,732
Property, infrastructure, plant and equipment	1,948,869	1,827,182	1,937,472
Right-of-use assets	2,149	1,287	2,149
Intangible assets	874	784	874
<b>Total non-current assets</b>	<b>1,957,253</b>	<b>1,834,226</b>	<b>1,945,855</b>
<b>Total assets</b>	<b>2,067,620</b>	<b>1,940,725</b>	<b>2,027,034</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	(15,767)	(13,888)	(15,036)
Trust funds and deposits	(5,627)	(5,142)	(6,466)
Unearned income - operating grants	(10,725)	(10,692)	(12,573)
Unearned income - capital grants	(25,570)	(25,687)	(18,390)
Provisions	(14,582)	(14,149)	(14,389)
Interest-bearing liabilities	(1,578)	(743)	(1,541)
Lease liabilities	(934)	(513)	(934)
<b>Total current liabilities</b>	<b>(74,783)</b>	<b>(70,814)</b>	<b>(69,329)</b>
<b>Non-current liabilities</b>			
Trust funds and deposits	(330)	(6)	(330)
Unearned income - capital grants	-	-	(1,952)
Provisions	(1,507)	(1,863)	(1,507)
Interest-bearing liabilities	(13,479)	(15,818)	(14,277)
Lease liabilities	(1,252)	(789)	(1,252)
<b>Total non-current liabilities</b>	<b>(16,568)</b>	<b>(18,476)</b>	<b>(19,318)</b>
<b>Total liabilities</b>	<b>(91,351)</b>	<b>(89,290)</b>	<b>(88,647)</b>
<b>Net assets</b>	<b>1,976,269</b>	<b>1,851,435</b>	<b>1,938,387</b>
<b>Equity</b>			
Accumulated surplus	837,204	793,386	837,204
Surplus (deficit) for period	37,882	49,802	-
Reserves	1,101,183	1,008,247	1,101,183
<b>Total equity</b>	<b>1,976,269</b>	<b>1,851,435</b>	<b>1,938,387</b>

Financial Report  
Nine months ended 31 March 2022

### 3. Statement of Cash Flows

For the nine months ended 31 March 2022

	31/03/2022 \$'000	31/03/2021 \$'000
<b>Cash flows from operating activities</b>		
Rates and charges	80,006	77,566
Statutory fees and fines	3,311	2,783
User fees	4,751	23,593
Grants - operating	7,921	6,761
Grants - capital	12,446	10,941
Contributions - monetary	6,282	7,969
Interest received	546	396
Trust funds and deposits taken	5,546	6,980
Employee costs	(44,654)	(40,797)
Materials and services	(32,194)	(27,404)
Trust funds and deposits repaid	(5,688)	(6,465)
<b>Net cash provided by/ (used in) operating activities</b>	<b>38,273</b>	<b>62,323</b>
<b>Cash flows from investing activities</b>		
Payments for property, infrastructure, plant and equipment	(35,156)	(70,709)
Proceeds from sales of property, infrastructure, plant and equipment	654	20,902
Payments for investments	(57,092)	(101,195)
Proceeds from sales of investments	63,666	72,030
<b>Net cash provided by/ (used in) investing activities</b>	<b>(27,929)</b>	<b>(78,972)</b>
<b>Cash flows from financing activities</b>		
Finance costs	(388)	(437)
Proceeds from borrowings	(761)	(1,874)
<b>Net cash provided by/ (used in) financing activities</b>	<b>(1,149)</b>	<b>(2,311)</b>
Net increase (decrease) in cash and cash equivalents	9,195	(18,960)
Cash and cash equivalents at the beginning of the period	27,914	47,256
<b>Cash and cash equivalents at the end of the financial period</b>	<b>37,109</b>	<b>28,296</b>

Financial Report  
Nine months ended 31 March 2022

#### 4. Statement of Capital Works

For the nine months ending 31 March 2022

	YTD Forecast Budget \$'000	YTD Actual * \$'000	YTD Bud Var \$'000	Forecast Budget ** \$'000	Amount Carried Forward \$'000	Adopted Budget \$'000
<b>Classification</b>						
Buildings	14,797	14,953	(157)	21,690	6,101	10,151
Roads	1,917	1,953	(36)	4,184	515	2,270
Footpaths and cycleways	1,601	1,607	(6)	2,698	452	2,321
Carparks *	6,075	6,041	34	6,520	585	17,475
Drainage	1,425	1,404	21	5,975	956	5,909
Waste management	12	8	4	57	37	50
Other capital roads and drainage	1,037	524	514	1,555	553	1,269
Recreational leisure and community facilities	1,589	1,178	411	2,657	(61)	2,197
Parks and open space	2,090	1,398	692	3,277	1,524	1,655
Commercial centres	168	110	58	168	174	0
Fixtures, fittings and furniture	84	71	13	143	63	80
Plant, machinery and equipment	2,158	1,468	690	2,797	431	2,451
Computers and telecommunications	470	214	256	1,821	1,727	642
Property sales	0	(8)	8	0	0	0
Building renewal	822	813	9	1,740	0	1,778
<b>Total capital works</b>	<b>\$34,246</b>	<b>\$31,734</b>	<b>\$2,512</b>	<b>\$55,284</b>	<b>\$13,057</b>	<b>\$48,248</b>

\* YTD Actual expenditure includes Carried Forwards

\*\* Forecast Budget expenditure includes Carried Forwards

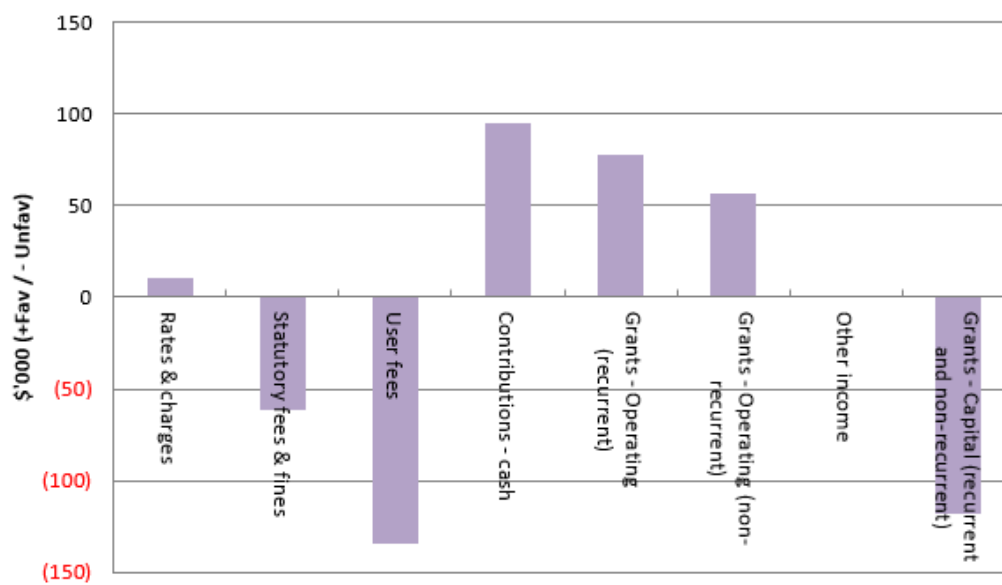
- \* Three of the four multi-level (ML) carparks income and expenditure forecast budgets have been reduced in March 2022 due to timing of the projects. The Income forecast budgets are reduced by \$34.9M (Ringwood ML carpark \$9.7M, Heathmont ML carpark \$10.3M and Heatherdale ML carpark \$14.8M). The Expenditure forecast budgets are reduced by \$38.2M (Ringwood ML carpark \$13.1M, Heathmont ML carpark \$10.3M and Heatherdale ML carpark \$14.8M).



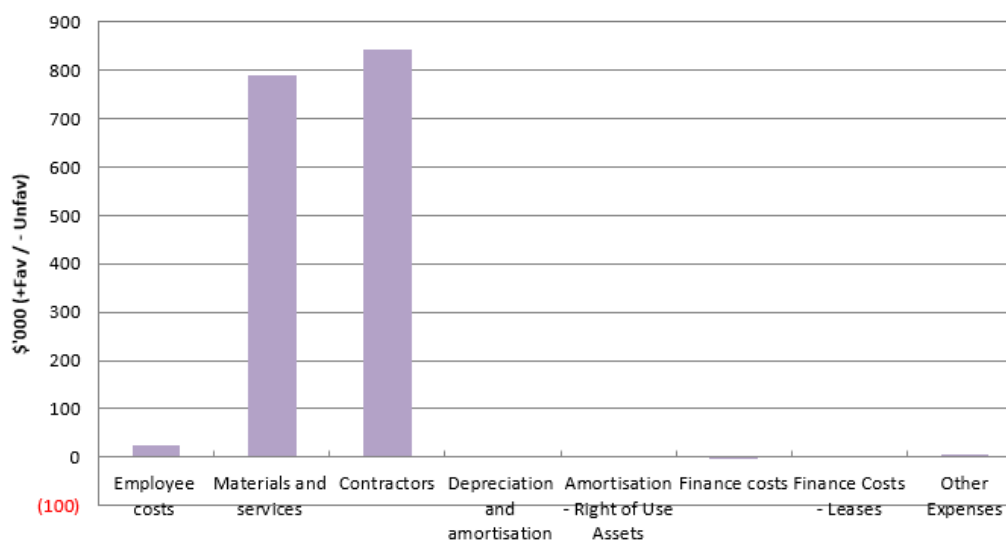
Financial Report  
Nine months ended 31 March 2022

## 5. Financial and Capital Analysis

### Income – YTD Forecast Budget variances

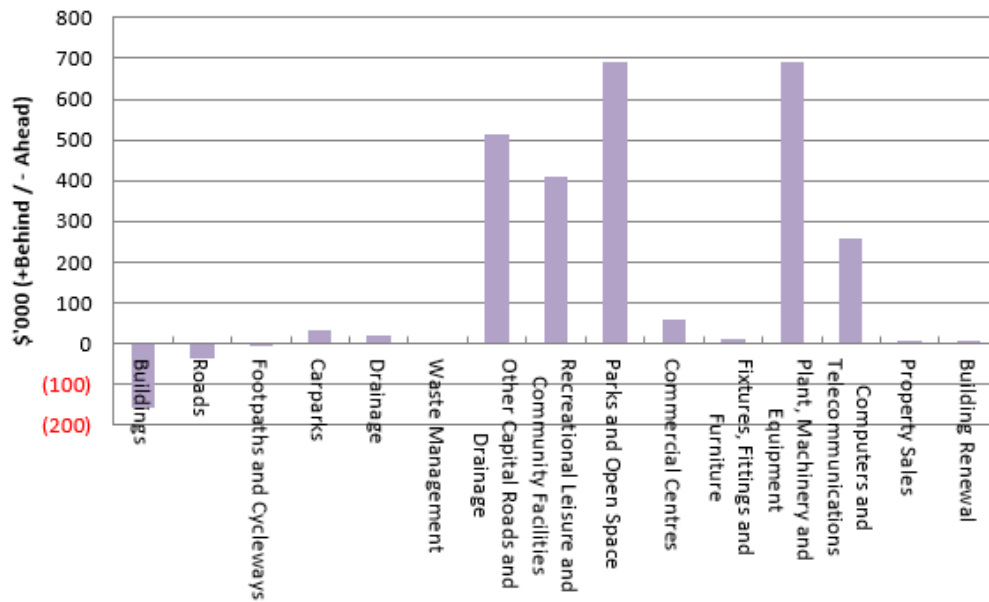


### Expenses – YTD Forecast Budget variances

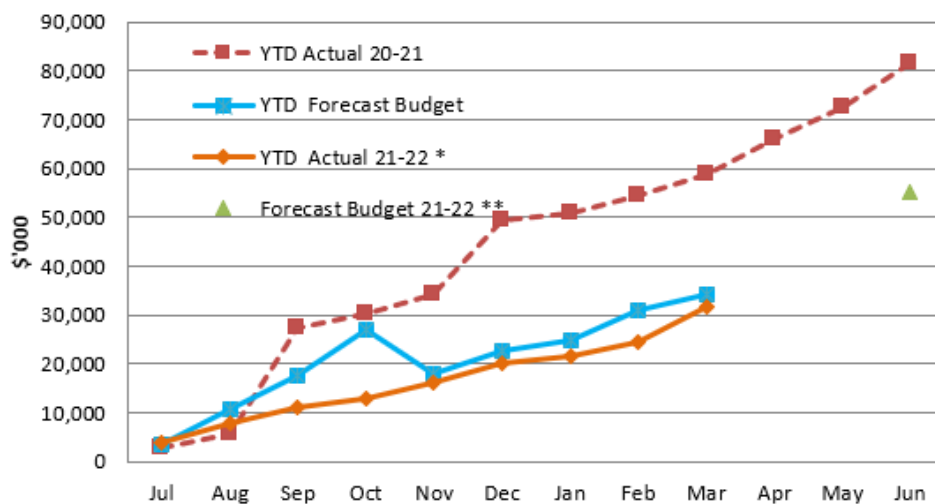


Financial Report  
Nine months ended 31 March 2022

**Capital Works – YTD Forecast Budget variances by asset class**



**Capital works YTD expenditure cumulative**



\*YTD Actual expenditure includes Carried Forwards

\*\*Forecast Budget expenditure includes Carried Forwards and future years' projects brought forward

These graphs demonstrate that the capital program is on par with overall budget predictions.

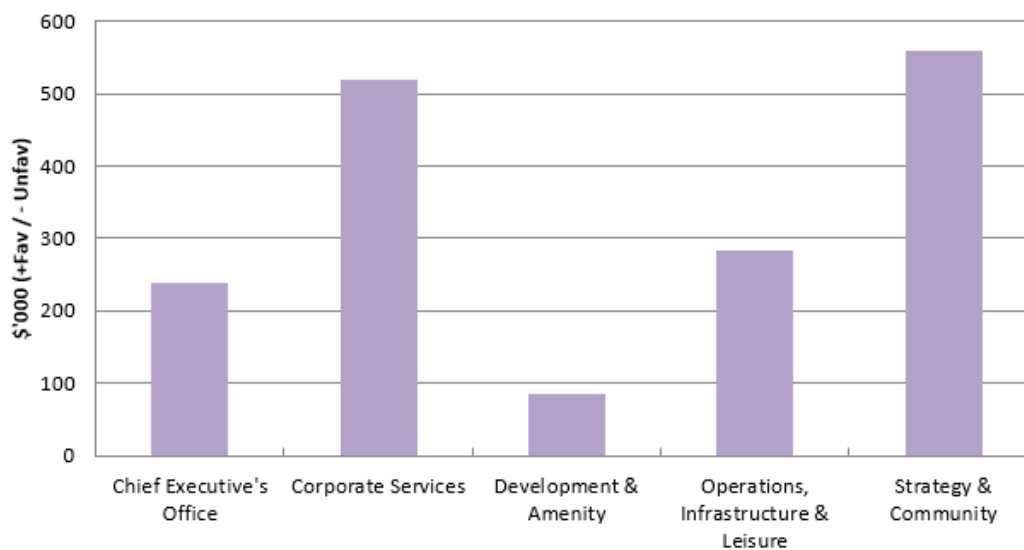
**Financial Report**  
**Nine months ended 31 March 2022**

**Directorate Analysis**

	YTD Forecast Net \$'000	YTD Actual Net \$'000	YTD Bud Var Net \$'000	Annual Forecast Net \$'000
<b>Department</b>				
Chief Executive's Office	(3,315)	(3,078)	237	(4,423)
Corporate Services	(22,826)	(22,309)	518	(32,564)
Development & Amenity	(1,649)	(1,564)	85	(1,450)
Operations, Infrastructure & Leisure	(22,276)	(21,994)	282	(27,445)
Strategy & Community	(7,157)	(6,599)	559	(10,901)
	<b>(57,224)</b>	<b>(55,543)</b>	<b>1,681</b>	<b>(76,784)</b>
Capital Grants & Contributions	12,565	12,446	(119)	19,670
Net (Gain)/Loss on disposal of equipment	115	400	285	92
Other non-attributable *	80,562	80,579	17	77,179
<b>Net (surplus) deficit</b>	<b>36,018</b>	<b>37,882</b>	<b>1,864</b>	<b>20,158</b>

\* Other non-attributable includes rate & charges revenue, grants commission, depreciation, and insurance.

**Department net cost YTD Budget variances (depiction of the table above)**



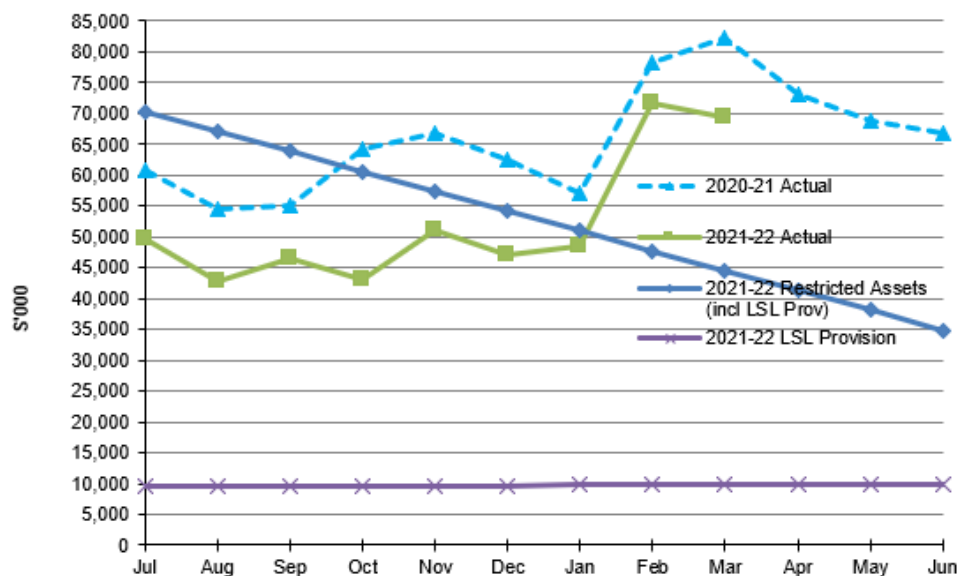
Financial Report  
Nine months ended 31 March 2022

## 6. Financial Position

	2021-22 December Actual \$'000	2020-21 December Actual \$'000	2021-22 Adopted Budget \$'000	2020-2021 June EOFY Actual \$'000
Cash and investments	69,509	82,116	32,438	66,888
Net current assets	35,584	35,684	8,607	11,850
Net assets and total equity	1,976,269	1,851,435	1,875,931	1,938,387

The Financial Position as at 31 March 2022 shows cash and investment balances of \$69.50 million and a net current asset position of \$35.58 million. The net asset position as at 31 March 2022 is \$1.97 billion. Cash and investment balances are above expectations identified in the Long-Term Financial Strategy for the current period of 2021/2022.

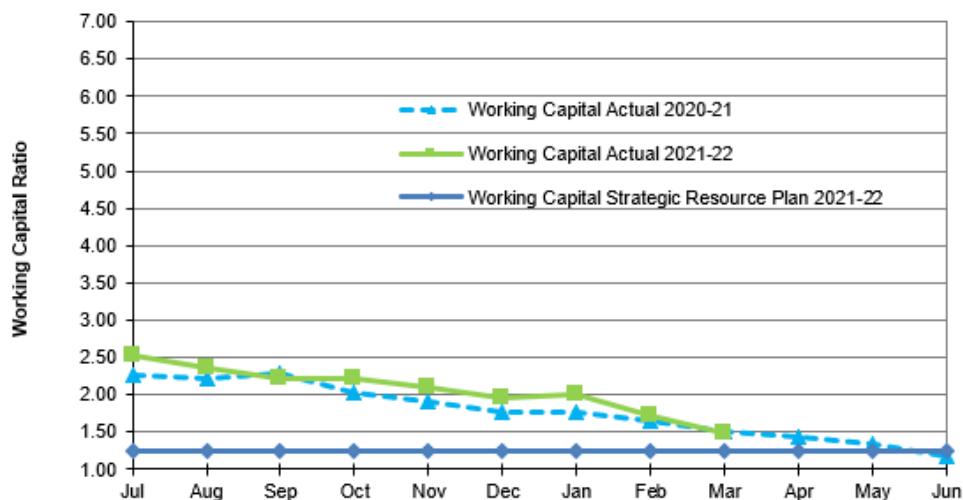
### Actual cash & investments balance by month



This graph reflects that there are sufficient cash reserves to cover both restricted assets and any fluctuations in cash flow.

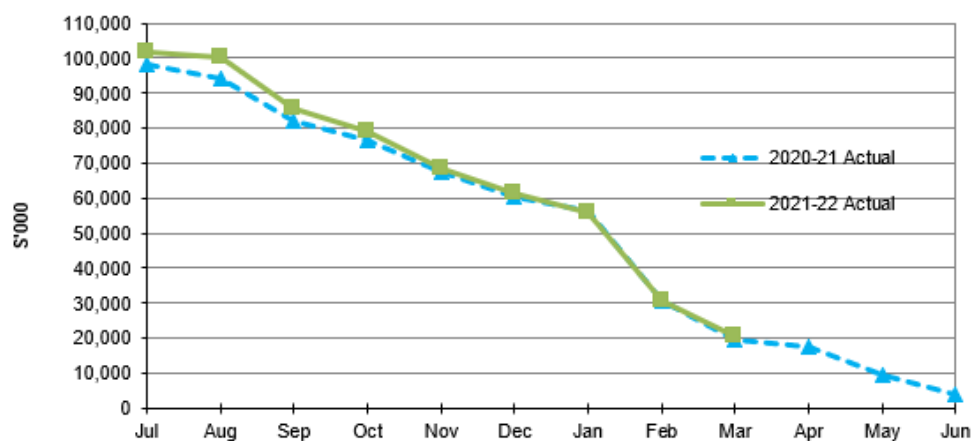
**Financial Report**  
**Nine months ended 31 March 2022**

**Actual working capital ratio by month**  
**(Current Assets / Current Liabilities)**



The working capital ratio is a measure of liquidity. It is always essential for this figure to be greater than 1.00, with the VAGO recommended level being more than 1.50. Council's working capital ratio as at 31 March 2022 is 1.48.

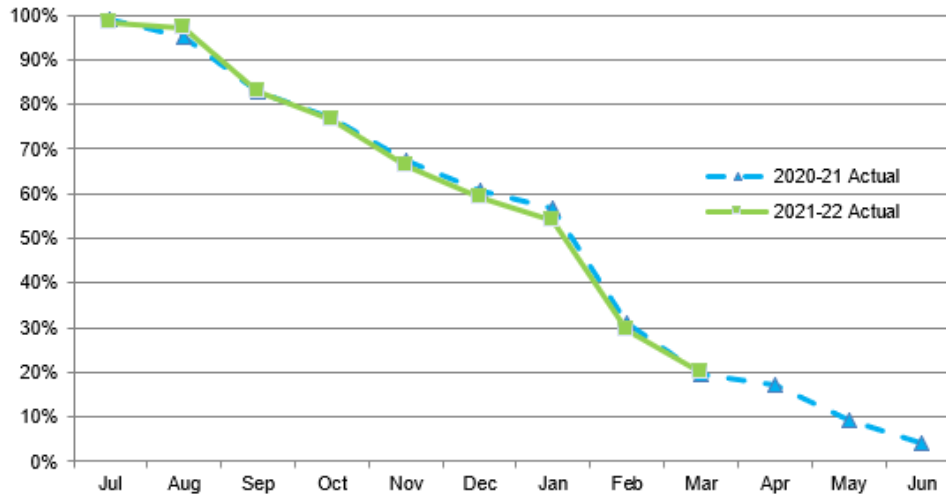
**Actual rates outstanding balances by month**



The March result indicates a similar trend of rates outstanding as compared to the same stage last year, taking into account rates being struck in July of this year.

**Financial Report**  
**Nine months ended 31 March 2022**

**Rates debtor collection rate by %**



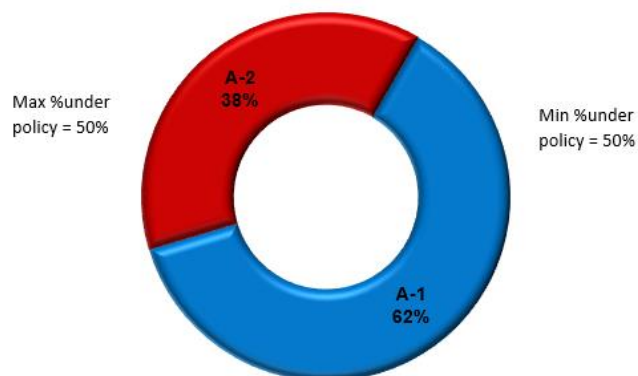
Rate debtor's collection levels during 2021/2022 are in line with expectations, taking into account rates being struck in July of this year.

Financial Report  
Nine months ended 31 March 2022

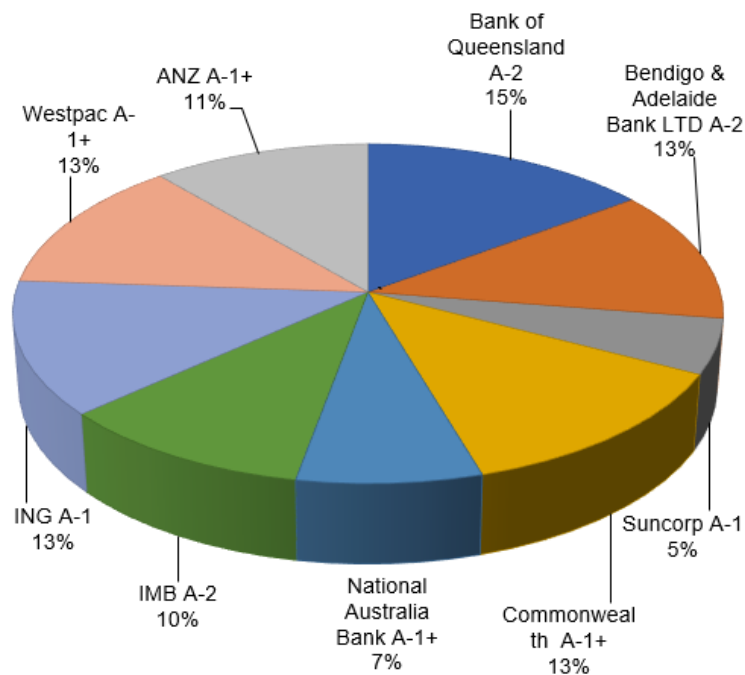
## 7. Cash and Investments

The following graphs indicate the diversification and credit ratings of the investment portfolio at the end of March. The table lists all the investments held as at 31 March 2022. Council's Investment Policy guidelines requests to maintain a portfolio's balance between A-1 and A-2 investments and hold no greater than 15% of the portfolio with one investing partner.

**Credit Rating  
as at 31st March 2022**



**Investment Distribution  
as at 31st March 2022**



**Financial Report**  
**Nine months ended 31 March 2022**

Investments as at 31/03/2022							
Institution	Credit Rating	Maturity Date	Period Days	Yield %	Type	\$'000's	%
National Australia Bank	A-1+		0	0.54	On-Call	5	0.0%
Commonwealth	A-1+		0	0.10	On-Call	4,001,412	6.0%
ING	A-1	7-Apr-22	37	0.07	Term Dep	1,500,000	2.2%
IMB	A-2	13-Apr-22	43	0.13	Term Dep	1,500,000	2.2%
ANZ	A-1+	14-Apr-22	44	0.07	Term Dep	1,500,000	2.2%
ING	A-1	27-Apr-22	70	0.30	Term Dep	1,012,538	1.5%
Bank of Queensland	A-2	28-Apr-22	70	0.20	Term Dep	4,000,000	6.0%
ANZ	A-1+	5-May-22	86	0.21	Term Dep	2,500,000	3.7%
National Australia Bank	A-1+	11-May-22	85	0.37	Term Dep	2,500,000	3.7%
Westpac	AA-	26-May-22	98	0.22	Term Dep	4,000,000	6.0%
IMB	A-2	26-May-22	85	0.30	Term Dep	2,002,042	3.0%
ANZ	A-1+	1-Jun-22	90	0.24	Term Dep	1,000,000	1.5%
Commonwealth	A-1+	8-Jun-22	90	0.32	Term Dep	2,003,699	3.0%
Suncorp	A-1	9-Jun-22	84	0.33	Term Dep	1,001,544	1.5%
Bendigo & Adelaide Bank LTD	A-2	14-Jun-22	90	0.50	Term Dep	1,502,813	2.2%
Westpac	AA-	21-Jun-22	89	0.40	Term Dep	2,002,638	3.0%
Bendigo & Adelaide Bank LTD	A-2	22-Jun-22	90	0.50	Term Dep	2,505,951	3.7%
Bank of Queensland	A-2	7-Apr-22	175	0.38	Term Dep	909,060	1.4%
Suncorp	A-1	13-Apr-22	125	0.32	Term Dep	2,500,000	3.7%
Bank of Queensland	A-2	21-Apr-22	154	0.42	Term Dep	1,000,153	1.5%
ING	A-1	21-Apr-22	93	0.40	Term Dep	1,000,000	1.5%
Bank of Queensland	A-2	12-May-22	183	0.45	Term Dep	2,004,778	3.0%
National Australia Bank	A-1+	19-May-22	100	0.39	Term Dep	2,500,000	3.7%
IMB	A-2	25-May-22	216	0.25	Term Dep	500,249	0.7%
Commonwealth	A-1+	2-Jun-22	93	0.27	Term Dep	2,500,000	3.7%
ANZ	A-1+	16-Jun-22	121	0.26	Term Dep	2,500,000	3.7%
ING	A-1	23-Jun-22	126	0.40	Term Dep	4,011,067	6.0%
IMB	A-2	7-Jul-22	98	0.40	Term Dep	3,000,000	4.5%
Bank of Queensland	A-2	20-Jul-22	183	0.60	Term Dep	1,000,000	1.5%
Westpac	AA-	17-Aug-22	183	0.48	Term Dep	2,500,000	3.7%
Bendigo & Adelaide Bank LTD	A-2	12-Jul-22	183	0.45	Term Dep	1,328,588	2.0%
Bendigo & Adelaide Bank LTD	A-2	29-Sep-22	365	0.30	Term Dep	2,013,000	3.0%
ING	A-1	22-Dec-22	365	0.60	Term Dep	1,014,536	1.5%
Bendigo & Adelaide Bank LTD	A-2	9-Feb-23	365	0.75	Term Dep	1,061,270	1.6%
Bank of Queensland	A-2	13-Mar-23	1095	1.55	Term Dep	1,057,078	1.6%
						66,932,422	100%

Term Dep = Term Deposit NCD = Negotiable Certificate of Deposit

Council's performance against the industry wide benchmark (Bank Bill Swap Reference Rate – Average Bid which summarises the returns on banks bills over the period chosen) is provided below:

Benchmark: 90 days Bank Bill Swap Reference Rate – Average Bid (Source: Australian Financial Markets Association)	0.08%
Maroondah Investment Portfolio as at 31 March 2022	0.36%



## MAROONDAH CITY COUNCIL

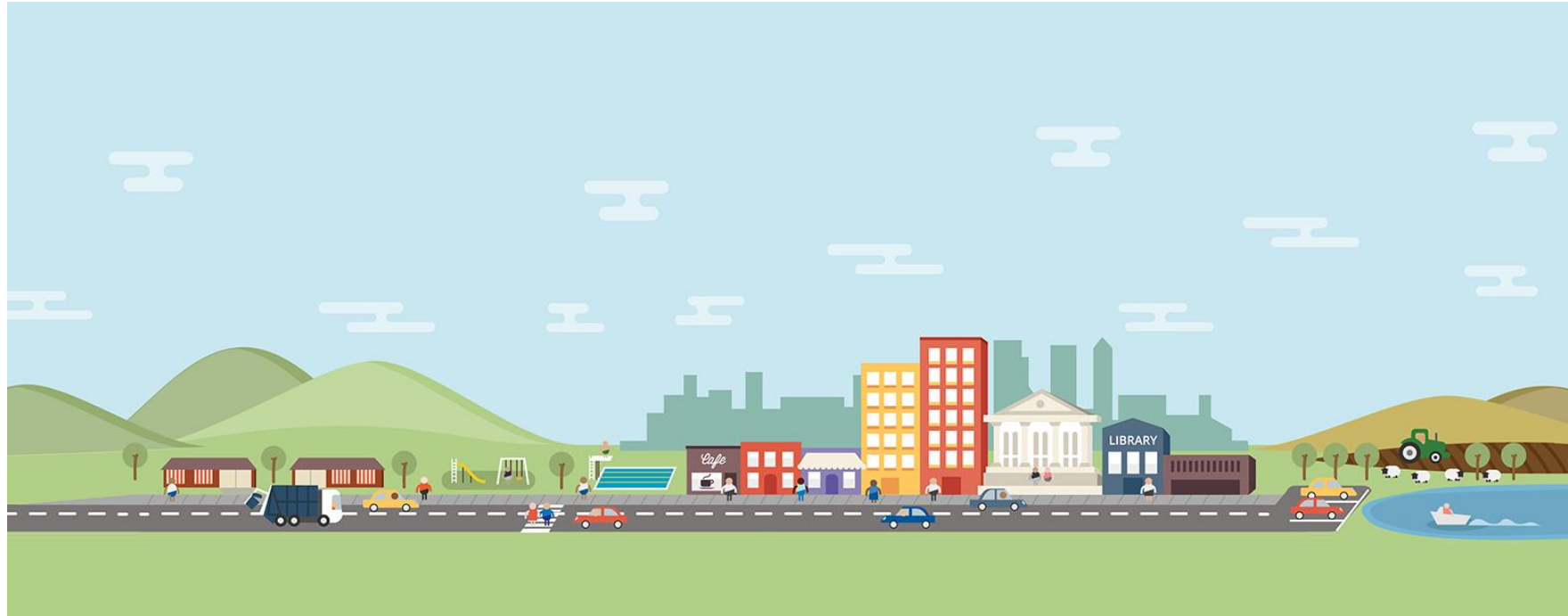
## Balance Sheet Analytics as at 31 March 2022

	31/03/2022 \$ '000	31/03/2021 \$ '000	Comments
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	37,109	28,296	Cash and term deposits are split between this account and "other financial assets" depending on the length of investment (over/under 90 days).
Trade and other receivables	40,403	24,945	Comprises many debtor balances, and is largely made up of outstanding rates. Variance from prior year is mainly related to an increase in debtor control account of \$14m which relates to outstanding Department of Transport invoices.
Other financial assets	31,343	52,763	Change in composition of term deposit investments between current and non-current.
Inventories	503	417	
Other assets	1,009	78	Reflects advanced payment of ERL contribution.
<b>Total current assets</b>	<b>110,367</b>	<b>106,498</b>	
<b>Non-current assets</b>			
Trade and other receivables	571	277	
Other financial assets	1,057	1,057	See above comment regarding investment mix.
Investments in associates, joint arrangements and subsidiaries	3,733	3,639	
Property, infrastructure, plant and equipment	1,948,869	1,827,182	
Right-of-use assets	2,149	1,287	IT & Leisure equipment.
Intangible assets	874	784	
<b>Total non-current assets</b>	<b>1,957,253</b>	<b>1,834,226</b>	
<b>Total assets</b>	<b>2,067,620</b>	<b>1,940,725</b>	
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	(15,767)	(13,888)	Reflects accounts payable and sundry creditors with fluctuations occurring because of timing differences and accruals.
Trust funds and deposits	(5,627)	(5,142)	
Unearned income - Operating Grants	(10,725)	(10,692)	\$10.5MIL is related to Heatherdale ML Car Park Grant.
Unearned income - Capital Grants	(25,570)	(25,687)	Mainly related to Ringwood and Heathmont car park upgrades
Provisions	(14,582)	(14,149)	Employee provisions. Increase relates to higher annual leave and LSL accrual balances.
Interest-bearing liabilities	(1,578)	(743)	Loan facility used in the funding of Aquanation's construction. Dec 20 repayment of deferred Loan repayment due to Covid, resulting in the Increase
Lease liabilities	(934)	(513)	IT Equipment, Printers & Leisure Equipment.
<b>Total current liabilities</b>	<b>(74,783)</b>	<b>(70,814)</b>	
<b>Non-current liabilities</b>			
Trust funds and deposits	(330)	(6)	\$0.3MIL is related to Special rate assessment
Unearned income - Capital Grants	-	-	
Provisions	(1,507)	(1,863)	
Interest-bearing liabilities	(13,479)	(15,818)	Loan facility used in the funding of Aquanation's construction. Decrease reflects current repayments and reduction in payments from prior years deferral of Loan repayment due to Covid
Lease liabilities	(1,252)	(789)	IT Equipment, Printers & Leisure Equipment.
<b>Total non-current liabilities</b>	<b>(16,568)</b>	<b>(18,476)</b>	
<b>Total liabilities</b>	<b>(91,351)</b>	<b>(89,290)</b>	
<b>Net assets</b>	<b>1,976,269</b>	<b>1,851,435</b>	
<b>Equity</b>			
Accumulated surplus	837,204	793,386	
Surplus (deficit) for period	37,882	49,802	
Reserves	1,101,183	1,008,247	
<b>Total equity</b>	<b>1,976,269</b>	<b>1,851,435</b>	

**Cash Flow Analytics - for the period ending 31 March 2022**

	31/03/2022 \$'000	31/03/2021 \$'000	Comments
<b>Cash flows from operating activities</b>			
Rates and charges	80,006	77,566	
Statutory fees and fines	3,311	2,783	
			Increase in other debtors balance outstanding at the end of March due to 15mil outstanding invoice for Department of Transport
User fees	4,751	23,593	
Grants - operating	7,921	6,761	Working for Victoriac 1.1mil, FGA 1mil, CROY Car Park 2.2mil from 5.3mil previous year, Dorest Multit 2mil in current year.
Grants - capital	12,446	10,941	
Contributions - monetary	6,282	7,969	No QIC contributions in 21/22, this has been slightly offset by ERL contribution.
Interest received	546	396	
			Deposits taken and repaid a function of timing. These amount recognize movements in various deposit, suspense and clearing accounts.
Trust funds and deposits taken	5,546	6,980	
Employee costs	(44,654)	(40,797)	
			Timing variance due to a higher balance of materials and services payable as at Dec 2021.
Materials and services	(32,194)	(27,404)	
Trust funds and deposits repaid	(5,688)	(6,465)	
<b>Net cash provided by/(used in) operating activities</b>	<b>38,273</b>	<b>62,323</b>	
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	(35,156)	(70,709)	
			Represents the sale of Warrandyte Road last year.
Proceeds from sales of property, infrastructure, plant and equipment	654	20,902	
Payments for investments	(57,092)	(101,195)	Investment balances fluctuate based on the timing and maturity of council's investment profile.
Proceeds from sales of investments	63,666	72,030	
<b>Net cash provided by/(used in) investing activities</b>	<b>(27,929)</b>	<b>(78,972)</b>	
<b>Cash flows from financing activities</b>			
Finance costs	(388)	(437)	
Repayment of borrowings	(761)	(1,874)	
<b>Net cash provided by/(used in) financing activities</b>	<b>(1,149)</b>	<b>(2,311)</b>	
Net increase (decrease) in cash and cash equivalents	9,195	(18,960)	
Cash and cash equivalents at the beginning of the period	27,914	47,256	
<b>Cash and cash equivalents at the end of the financial period</b>	<b>37,109</b>	<b>28,296</b>	

# Local Government Performance Reporting Framework 2021/22 Financial Year







## SERVICE PERFORMANCE INDICATOR RESULTS - YTD Quarter 3 (1 January – 31 March 2022)

## Introduction

The Local Government Performance Reporting Framework (LGPRF) is a key initiative to improve the transparency and accountability of council performance to ratepayers and to provide a more meaningful set of information to the public. The framework is made up of a range of performance measures and a governance and management checklist items which together build a comprehensive picture of council performance.

The following report provides the prescribed Local Government Performance Reporting Framework service performance indicator results as at 31 March 2022.

The following status icons may assist in interpreting these service performance results

	Result is currently on track / progressing as expected / within expected range for the reporting period
	Result is neutral / yet to be finalised / being monitored
	Result is currently not on track / not progressing as expected / outside expected range for the reporting period
	Result not available / New measure with no comparison available



## Animal Management

Provision of animal management and responsible pet ownership services to the community including monitoring, registration, enforcement and education

Service indicator/measure	Measure expressed as:	Q3 YTD 2021/22	Q3 YTD 2020/21	EoY 2020/21	EoY 2019/20	Comment	Status
<b>Timeliness</b>	Number of days taken to action animal requests						
Time taken to action animal requests	<i>Expected range: 1 to 10 days</i>	<b>1.03 days</b>	1.01 days	1.05 days	1.02 days	This measure relates to the average number of days been the receipt and the first response action for all animal management requests. The time taken to action animal management requests in well within the expected range.	
<b>Service standard</b>	% of collected animals reclaimed						
Animals reclaimed	<i>Expected range: 30% to 90%</i>	<b>67.44%</b>	40.10%	48.2%	62.55%	This measure considers the percentage of collected registrable animals reclaimed under the <i>Domestic Animals Act 1994</i> . The variation compared to the same time in the previous financial year is due to an increase in complaints regarding uncontained animals, which in turn has led to more animals being reclaimed.	
<b>Service standards</b>	% of animals rehomed						
Animals rehomed	<i>Expected range: 20% to 80%</i>	<b>20.64%</b>	47.45%	44.01%	51.90%	This measure considers the percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> that are rehomed. Variation between the same time in the previous year is due to a number of animals being out on foster care or pending adoption.	
<b>Service cost</b>	\$ direct cost of the animal management service per registered animal	<b>\$3.50</b>	\$2.41	\$4.20	\$4.03	This measure captures the direct cost of the animal management service per registrable animal under the <i>Domestic Animals Act</i>	




Cost of animal management service	Expected range: \$3 - \$40				1994. The cost of animal management services has increased slightly from the same time in the previous financial year due to more comprehensive reporting which now includes the cost of enforcement and administration.
<b>Health and safety</b>					
Animal management prosecutions					This measure captures the percentage of successful animal management prosecutions under the <i>Domestic Animals Act 1994</i> . This measure has changed to a percentage value instead of a numeric value. The number of successful prosecutions is reported as 'zero' due to delays in processing infringements. The number of animal management prosecutions in quarter 3 (2021/22) is within the expected range.
No of prosecutions Expected range: 50% - 200%	100%	No prosecutions	0.00%	100%	





## Aquatic Facilities



Provision of indoor and outdoor aquatic facilities to the community and visitors for wellbeing, water safety, sport and recreation

Service indicator/measure	Measure expressed as:	Q3 YTD 2021/22	Q3 YTD 2020/21	EoY 2020/21	EoY 2019/20	Comment	Status
<b>Service standard</b>	Number of health inspections per Council aquatic facility <i>Expected range: 1 to 4 inspections</i>	1 inspection	No inspections	2 inspections	2 inspections	From 1 January 2021, aquatic facilities were required to be registered with Council. Inspections are carried out by Council's Community Health team for each aquatic facility annually, with a follow up inspection if required. Annual health inspections were conducted in Q4 of the calendar year 2021. This means they are not due again until the end of 2022.	
<b>Utilisation</b>	Number of visits to aquatic facilities per head of municipal population <i>Expected range: 1 to 10 visits</i>	2.93 visits	1.22 visits	3.34 visits	7.57 visits	The municipality has three Council-owned and operated aquatic facilities. The utilisation of aquatic facilities has increased when compared to the same time in the previous financial year due to an easing of coronavirus (COVID-19) restrictions.	
<b>Service cost</b>	\$ direct cost less any income received of providing aquatic facilities per visit <i>Expected range: \$3 to \$20</i>	\$3.88	\$14.68	\$5.70	\$0.81	This measure considers the overall cost to Council of running its aquatic facilities less revenue received. The cost of aquatic facilities per visit has decreased significantly compared to the same time in the previous quarter due to an increase in visits following easing of coronavirus (COVID-19) restrictions.	





## Food Safety

Provision of food safety services to the community including registrations, education, monitoring, inspections and compliance

Service indicator/measure	Measure expressed as:	YTD Calendar Year (Q1) 2022	YTD Calendar Year (Q1) 2022	EoY Calendar Year 2020	EoY Calendar Year 2019	Comment	Status
<b>Timeliness</b> Time taken to action food complaints	Number of days taken to action food complaints <i>Expected range: 1 to 10 days</i>	<b>1.95 days</b>	1.77 days	1.95 days	2.01 days	The indicator measures the average number of days taken for Council to respond to food complaints from receipt to first response action. Data shown is for the 2021 calendar year to align with reporting to the Department of Health (DoH). The number of days to action food complaints is within expected range. Where possible Council and the Environmental Health Officer's ensure they respond to requests as soon as they are received.	
<b>Service standard</b> Food safety assessments	% of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment <i>Expected range: 50% to 120%</i>	<b>12.48%</b>	13.82%	93.61%	100%	This measure relates to the percentage of registered Class 1 food premises and Class 2 food premises that receive an annual food safety assessment. Data shown is for the 2021 calendar year to align with reporting to the Department of Health (DoH). The number of registered class 1 and 2 food safety premises that received an annual food safety assessment is low due to results being Q1 of the calendar year. Overall the number is similar to the same time in the previous calendar year.	





<b>Service cost</b>	\$ direct cost of the food safety service per registered food premises <i>Expected range: \$300 to \$1,200</i>	<b>\$487.31 (financial year)</b>	<i>\$471.52 (financial year)</i>	<i>\$599.36 (financial year)</i>	<i>\$690.11</i>	This measure captures the direct cost of providing food safety services per food premises. The cost of the food safety service is expected to vary slightly depending in number of registered premises at the time of recording the data.	
Cost of food safety service							
<b>Health and safety</b>	% of critical and major non-compliance outcome notifications that are followed up by council <i>Expected range: 60% to 100%</i>					This indicator measures the percentage of critical and major non-compliance outcome notifications that are followed up by Council. Council aims to respond to 100% of these notifications. Data shown is for the 2021 calendar year to align with reporting to the Department of Health (DoH). The number of critical and major non-compliance outcome notifications is slightly lower compared to the same time in the previous calendar year. Most of the inspections are due for follow up in April and are either due or just overdue. These follow up inspections will be attended to as soon as possible.	
Critical and major non-compliance notifications		<b>63.64%</b>	<i>100%</i>	<i>100%</i>	<i>100%</i>		



## Governance

Provision of good governance to the community including making and implementing decisions with reference to community engagement, policy frameworks and agreed practice



Service indicator/measure	Measure expressed as:	Q3 YTD 2021/22	Q3 YTD 2020/21	EoY 2020/21	EoY 2019/20	Comment	Status
<b>Transparency</b> Council resolutions at meetings closed to the public	% of Council resolutions made at meetings closed to the public <i>Expected range: 0% to 30%</i>	19.23%	3.13%	10.64%	6.59%	This indicator measures the percentage of Council resolutions made at an ordinary or special Council meeting, or at a meeting of a special committee consisting only of Councillors, closed to the public under Section 89(2) of the <i>Local Government Act 1989</i> . The percentage of Council resolutions at meetings closed to the public has increased because of the large number of tender evaluation recommendations/reports that required Council approval (>\$500,000)	
<b>Consultation and engagement</b> Satisfaction with community consultation and engagement	Satisfaction rating out of 100 <i>Expected range: 40 to 70</i>	Not available	Not available	55	56	Satisfaction is measured as part of the annual Community Satisfaction Survey, with results to be made available in June 2022.	
<b>Attendance</b> Council attendance at Council meetings	% of Council attendance at ordinary and special Council meetings <i>Expected range: 80% to 100%</i>	87.65%	94.44%	92.86%	85.47%	Each year, a range of ordinary and special meetings of Council are held. This indicator measures the overall attendance levels for these meetings. The percentage of attendance at Council meetings has decreased	

						compared to the same time in previous financial year due to easing of coronavirus (COVID-19) restrictions which has led to increased absences.	
<b>Service cost</b>	\$ direct cost of the governance service per councillor					This measure captures the direct cost of delivering the governance service per elected representative. The cost of elected representation increased slightly when compared to Q3 2020/21 due to increased activities in the new Council term.	
Cost of elected representation	<i>Expected range: \$30,000 to \$80,000</i>	<b>\$36,467.22</b>	<i>\$33,345.44</i>	<i>\$46,640.44</i>	<i>\$47,451</i>		
<b>Decision making</b>	Satisfaction rating out of 100					Satisfaction is measured as part of the annual Community Satisfaction Survey, with results to be made available in June 2022.	
Satisfaction with Council decisions	<i>Expected range: 40 to 70</i>	<b>Not available</b>	<i>Not available</i>	<i>60</i>	<i>59</i>		



## Libraries

Provision of print and digital based resources to the community in a variety of formats including collection services, e-services, research tools and interactive learning programs

Service indicator/measure	Measure expressed as:	Q3 YTD 2021/22	Q3 YTD 2020/21	EoY 2020/21	EoY 2019/20	Comment	Status
<b>Utilisation</b>							
Physical library collection usage	Number of physical library collection item loans per library collection item <i>Expected range: 1 to 9 items</i>	4.22	4.07	4.97	9.15	Maroondah is a member of the Eastern Regional Libraries Corporation, which is a co-operative venture serving three outer eastern metropolitan councils. These results relate to libraries in the Maroondah municipality, which are located in Croydon and Ringwood (Realm). The number of physical collection loans showed a slight increase compared to the same time in the previous financial year, but overall significantly down compared to pre-pandemic levels due to limited opening hours and other recent coronavirus (COVID-19) lockdown and restrictions.	
<b>Resource standard</b>							
Recently purchased library collection	% of recently purchased library collection that has been purchased in the last 5 years <i>Expected range: 40% to 90%</i>	79.60%	76.09%	79.27%	68.81%	This measure refers to the percentage of the library collection that has been purchased in the last five years. The percentage increased due to the systematic review and removal of old and unused collection items, which improved the percentage of recently purchased items.	





## Maternal and Child Health

Provision of universal access to health services for children from birth to school age and their families including early detection, referral, monitoring and recording child health and development

Service indicator/measure	Measure expressed as:	Q3 YTD 2021/22	Q3 YTD 2020/21	EoY 2020/21	EoY 2019/20	Comment	Status
<b>Service standard</b> Infant enrolments in the MCH service	% of infants enrolled in the MCH service <i>Expected range: 90% to 110%</i>	101.90%	101.87%	101.34%	100.99%	The Maternal Child Health (MCH) service enrolls newborn infants in the service at the home visit following receipt of a birth notification from the hospital. All birth notifications received by Council result in an MCH enrolment, however, the phasing of birth notifications and enrolment across reporting periods can result in the reported figure being less than or greater than 100%.	
<b>Service cost</b> Cost of the MCH service	\$ cost of the MCH service per hour of service delivered <i>Expected range: \$50 to \$200</i>	\$81.34	\$201.52	\$97.53	\$82.83	This measure refers to the cost of Councils MCH service per hour of service delivered. The cost of the MCH service is calculated per hour of service delivered. The cost has increased in 2021/22 due to several factors including nurses taking leave, coronavirus (COVID-19) restrictions, and extensions to appointment times to include COVIDSafe cleaning and dealing with increased parent anxiety related to the coronavirus (COVID-19) pandemic.	
<b>Participation</b> Participation in MCH service	% of children enrolled who participate in the MCH services <i>Expected range: 70% to 100%</i>	36.56%	41.01%	76.19%	76.18%	This measure captures participation of children in key age and stage appointments which can vary due to timing of appointments during the financial year. During Q3 (2021/22), Maternal and Child Health (MCH) Key Age and Stage (KAS) appointments were reduced to 0-8 weeks only with all other appointments on hold due to the	

<b>Participation</b>						Code Brown being implemented across all metropolitan and major regional hospitals across Victoria.
Participation in MCH service by Aboriginal children	% of Aboriginal children enrolled who participate in the MCH service <i>Expected range: 60% to 100%</i>	49.43%	41.01%	78.31%	76.24%	This measure captures the percentage of Aboriginal children enrolled who participate in the MCH service. Participation rates for aboriginal children varies over time due to Aboriginal families moving in and out of Maroondah, accessing services beyond municipal boundaries and children entering home care. The number of aboriginal children participating has decreased compared to the same time in the previous quarter due to the implementation of Code Brown emergency management structure.
<b>Satisfaction</b>						
Participation in first MCH home visit	% of infants enrolled in the MCH service who receive the first MCH home visit <i>Expected range: 90% to 110%</i>	100.95%	93.99%	96.99%	98.17%	This measure considers the percentage of infants enrolled in the Maternal Child Health (MCH) service who participated in 4-week Key Age and Stage visit. The percentage remains at 100%. Anything below 100% reflects appointments made but not yet attended within the financial year.





## Roads

Provision of a network of sealed local roads under the control of the municipal council to all road users

Service indicator/measure	Measure expressed as:	Q3 YTD 2021/22	Q3 YTD 2020/21	EoY 2020/21	EoY 2019/20	Comment	Status
<b>Satisfaction of use</b>							
Sealed local road requests	Number of sealed local road requests per 100 kilometres of sealed local road <i>Expected range: 10 to 120 requests</i>	78.04	65.42	93.96	115.87	Road requests are defined as customer requests logged within the Council corporate customer service application Infor Pathway. Requests include line marking, pothole repairs, damaged roads and patching, and road sweeping. The number of sealed road requests has increased slightly when compared with the same time in the previous financial year, due to more motorists being on the road following the easing of coronavirus (COVID-19) restrictions.	
<b>Condition</b>							
Sealed local roads below the intervention level	% of sealed local roads that are below the renewal intervention level <i>Expected range: 80% to 100%</i>	93.36%	98.85%	98.85%	99.06%	Council defines a technical level of service intervention figure to be a Pavement Condition Index (PCI) of 5 in Council's pavement management system, SMEC Pavement Management System. The deterioration of our road network has been modelled by our PMS. Council has scheduled for a cyclical condition assessment for our road network in 2022, which is expected to improve this value.	
<b>Service cost</b>							
Cost of sealed local road reconstruction	\$ direct reconstruction cost per square metre of sealed local roads reconstructed <i>Expected range: \$20 to \$200</i>	Not available	\$223.54	\$250.31	\$114.19	The total project cost associated with the reconstruction of a sealed local road is considered. The project cost may include but is not limited to traffic control, road base, road surface, kerb,	





						stormwater drain and traffic management device costs. Some works have commenced in the second quarter however the costs have not been fully released. This measure will be updated in coming quarters.	
<b>Service cost</b>						Council only uses asphalt products for resealing in line with community expectations. Generally, where advanced pavement deterioration is present (i.e. crocodile cracking) Council undertakes deep lift patching prior to resealing. Only reseals for a full road block as defined in Council's asset register has been included in this figure. Reseals that do not cover an entire road block are considered to be a patch and are not included. Some works have commenced in the second quarter however the costs have not been fully released. This measure will be updated in coming quarters.	
Cost of sealed local road resealing	\$ direct resealing cost per square metre of sealed local roads resealed <i>Expected range: \$4 to \$30</i>	Not available	N/A	\$25.37	\$34.24		?
<b>Satisfaction</b>						Satisfaction is measured as part of the annual Community Satisfaction Survey, with results to be made available in June 2022.	
Satisfaction with sealed local roads	Satisfaction rating out of 100 <i>Expected range: 50 to 100</i>	Not available	Not available	67	64		?



## Statutory Planning

Provision of land use and development assessment services to applicants and the community  
including advice and determination of applications

Service indicator/measure	Measure expressed as:	Q3 YTD 2021/22	Q3 YTD 2020/21	EoY 2020/21	EoY 2019/20	Comment	Status
<b>Timeliness</b>							
Time taken to decide planning applications	Days between receipt of a planning application and a decision on the application <i>Expected range: 30 to 110 days</i>	29	27	28	28	This measure looks at the median number of days taken between receipt of a planning application and a decision on the application. In addition to Councils dedication to provide timely decisions, Councils electronic planning application processes allowed for more efficient processing time. The time taken to decide on planning applications in Q3 (2021/22) remains positively low with a median of 29 days, which is below the targeted expected range of 30 to 110 days.	
<b>Service standard</b>							
Planning applications decided within 60 days	% of planning application decisions made within required timeframe days <i>Expected range: 40% to 100%</i>	83.75%	86.80%	86.87%	88.60%	In accordance with the Planning and Environment Act 1987, a council is permitted 60 statutory days to determine a planning application. The 60 statutory days includes weekends, public holidays and commences when the application is lodged. The legislation allows for the 60-day statutory clock to be stopped and re-started in certain circumstances. This quarter has seen Maroondah continue to be among the leaders in meeting this requirement in comparison to the Metropolitan Council average of 66% and exceeds its target of 80% by achieving 83.7% of its decisions within timeframes.	



<b>Service cost</b>						<p>This measure looks at the direct cost of Council to provide the statutory planning service per planning application received. The direct cost of statutory planning service has decreased compared to the same time in the previous financial year despite there being an increase in applications, however these have predominantly been lower value application types.</p> 
Cost of statutory planning service	\$ direct cost of the statutory planning service per planning application <i>Expected range: \$500 to \$4,000</i>	\$1,832.20	\$1,877.43	\$1,919	\$1,851	
<b>Decision making</b>						<p>If an applicant disagrees with the decision of Council in relation to a planning application, they have the opportunity to appeal the decision at the Victorian Civil and Administrative Tribunal (VCAT). This indicator measures the percentage of planning application decisions made by Council, appealed by an applicant and subject to review by VCAT that were not set aside (i.e. VCAT agreed with the decision of Council). There has been a slight increase in the number of Council decisions upheld by the Tribunal compared to same time in the previous financial year.</p> 
Planning decisions upheld at VCAT	% of decisions subject to review by VCAT that were not set aside <i>Expected range: 30% to 100%</i>	85.71%	84.85%	81.82%	92.59%	



## Waste Collection

Provision of kerbside waste collection service to the community including garbage and recyclables

Service indicator/measure	Measure expressed as:	Q3 YTD 2021/22	Q3 YTD 2020/21	EoY 2020/21	EoY 2019/20	Comment	Status
<b>Satisfaction</b>							
Kerbside bin collection requests	Number of kerbside bin collection requests per 1000 kerbside bin collection households <i>Expected range: 10 to 300 requests</i>	66.53	59.73	76.91	68.93	Council provides a comprehensive waste management service that strives to meet best practice standards in terms of kerbside collection. This indicator focuses on the kerbside bin collection service. Council provides a three-bin waste collection service (garbage, recyclables, and green organics). These requests relate to cancellations, damaged bin repairs/replacements or replacing stolen bins. This figure tends to fluctuate according to population movement in the municipality.	
<b>Service standard</b>							
Kerbside collection bins missed	Number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts <i>Expected range: 1 to 20 bins</i>	4.85	4.74	4.55	4.1	This indicator identifies the ratio of bins missed compared to scheduled bin collections. This includes 120L, 80L, second bin and fortnightly recycling kerbside bin collection. There was slight variation in kerbside collection bins missed compared to the same time in 2020/21.	
<b>Service cost</b>							
Cost of kerbside garbage collection service	\$ direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin <i>Expected range: \$40 to \$150</i>	\$99.16	\$82.51	\$109.55	\$107.56	This measure looks at the direct cost of Council to provide the kerbside garbage bin collection service per kerbside garbage bin. The cost of the kerbside garbage collection increased slightly due to an increase in the	

						landfill levy from \$65.90 per tonne to \$105.90 per tonne as of 1 July 2021	
<b>Service cost</b>						This measure looks at the direct cost of Council to provide the kerbside recyclables collection service per kerbside recyclables bin. There is only slight variation in the cost of kerbside recyclables compared to the same time in 2020/21.	
Cost of kerbside recyclables collection service	\$ direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin <i>Expected range: \$10 to \$80</i>	<b>\$57.60</b>	\$59.10	\$77.45	\$71.43		
<b>Waste diversion</b>						This measure refers to the percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill. There is only a slight variation on the amount of waste diverted from landfill compared to the same time in 2020/21	
Kerbside collection waste diverted from landfill	% of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill <i>Expected range: 20% to 60%</i>	<b>56.37%</b>	57.39%	56.71%	56.83%		

Council Plan 2021 - 2025  
Priority Actions Progress Report



Progress Report on Priority Actions - Year 1 (2021 -2025)  
Q3 (2021-22) - as at 31 March 2022

## Introduction






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

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 level within the context of the community's long term Maroondah 2040 vision. It also forms the basis for Council to make decisions regarding resources and priorities in response to community needs and aspirations.

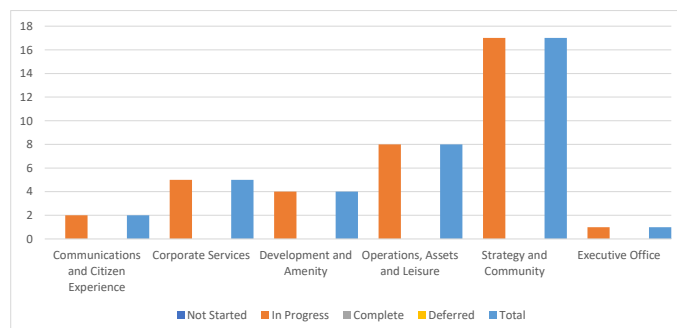
Each year, Council presents to the community an updated set of key directions and priority actions for implementing the four-year Council Plan. This helps to ensure that the Plan continues to be aligned with *Maroondah 2040: Our future together*, the community's long-term vision, and is responsive to community needs and expectations.

The Council Plan is implemented through a service delivery planning process, and outcomes are measured and reported regularly. This report identifies Council's progress in relation to the Council Plan Priority Actions for the 2021-22 financial year. Some actions span multiple years as identified in the Council Plan 2021-2025. Progress is identified as at 31 March 2022.

The following status icons assist with interpreting the progress of Council Plan Priority Actions:

-  Priority action is currently on track and/or progressing as expected.
-  Priority action is at risk of not being on track.
-  Priority action is currently not on track and/or not progressing as expected
-  Priority action has been achieved
-  Priority action has been deferred to another year

## Summary of Progress



	Communications and Citizen Experience	Corporate Services	Development and Amenity	Operations, Assets and Leisure	Strategy and Community	Executive Office
Not Started	0	0	0	0	0	0
In Progress	2	5	4	8	17	1
Complete	0	0	0	0	0	0
Deferred	0	0	0	0	0	0
Total	2	5	4	8	17	1

Council Plan 2021 - 2025  
Year 1 - 2021/22 Priority Actions  
Q3 Progress Reporting - as at 31 March 2022



Maroondah 2040 Outcome Area	No.	Council Plan Priority Action	Progress Comment	Project Status	On Track	Target Completion	Directorate	Service Area
A safe, healthy and active community	1	Implement the Maroondah COVID-19 Recovery Plan	Council continues to implement projects funded through the Outdoor Activation Fund to support local businesses, including the establishment of temporary parklets at 4 local shopping centres, Karra-Van mobile stage and performing platform, and Gluttony Festival. Sons of the West men's health program has commenced with a range of mental health and wellbeing forums. Council continues to advocate for and support vulnerable community members needing emergency relief support. Some projects and programs will continue into 2022-23.	In Progress	🟢	2021-22	Development and Amenity	Health, Local Laws and Emergency Management
	2	Review, update and implement Council's Physical Activity Strategy, and develop and implement an Indoor High Ball (basketball, netball and volleyball) Strategy	In 2021/22, Council plans to recommence the review of the Physical Activity Strategy including project planning and the collation of participation data, for completion by October 2022. A consultant has been engaged for the new Indoor Sports Facilities Strategy and a project plan developed.	In Progress	🟢	2021-22	Operations, Assets and Leisure	Leisure
	3	Design and construct a dog park in Ringwood North	Council was successful in advocating for up to \$275,000 in funding for a purpose-built dog park in Ringwood North. Council has undertaken the first round of community consultation in December 2021 and January 2022. A concept plan was completed after community consultation and the project is now in the construction phase. Council is working towards having the dog park construction completed by September 2022.	In Progress	🟢	2021-22	Operations, Assets and Leisure	Assets
	4	Design and construct sporting infrastructure upgrades at Jubilee (regional cricket hub), Proclamation, Springfield, Cheong and Ainslie Parks, and at Dorset Recreation and Silcock Reserves	As a result of funding by the Australian Government, Victorian Government and Council, several significant redevelopments are underway for multipurpose pavilions located in sporting reserves across Maroondah. Council will continue to design and construct multi-purpose pavilions and associated infrastructure at Jubilee Park (Stage 2 regional cricket hub), Proclamation Park, Cheong Park, Ainslie Park and Dorset Recreation Reserve. The multi-purpose pavilions at Silcock Reserve, Jubilee Park (Stage 1 - RO Spencer) and Springfield Park are complete.	In Progress	🟢	2024-25	Operations, Assets and Leisure	Assets
	5	Finalise and implement the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 (incorporating the Municipal Public Health Plan and Active and Healthy Ageing Initiative)	The Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031 was formally adopted by Council on 18 October 2021 and submitted to the Department of Health on 30 October 2021. The new Strategy incorporates a range of future health and wellbeing priorities for Council, including those associated with longer-term community recovery arising from the coronavirus (COVID-19) pandemic. A Health and Wellbeing Action Plan for the 2021-2023 period was finalised and endorsed in December 2021, highlighting the key short-term activities of Council in implementing the Strategy. Implementation of Year 1 actions associated with the Strategy and Action Plan are now underway.	In Progress	🟢	2024-25	Strategy and Community	Integrated Planning
	6	Work in partnership with a broad range of service providers and agencies, to develop and deliver services and cultural experiences in the Croydon Community Wellbeing Precinct	The transformation of the existing Croydon Civic Precinct into the Croydon Community Wellbeing Precinct (CCWP) will focus on delivering enhanced community spaces and functionality in relation to wellbeing facilities, family and children facilities, arts and cultural spaces, sport and recreation facilities, and open space. These combined elements will also enhance accessibility and connectivity for the community. Since relocating to the Precinct in January 2021, the Maroondah Occasional Care and Croydon Central Kindergarten have had an increase in utilisation. Council will continue engage with the range of services and user groups in the Precinct to plan transitional moves for 2022 and ensure that community needs are met.	In Progress	🟢	2024-25	Strategy and Community	Community Services
A prosperous and learning community	7	Complete a strategic review of shopping centres in Maroondah, and plan and implement infrastructure and amenity improvements	A 20-minute neighbourhood assessment of nine key local centres has been undertaken to inform the development of the strategic review of shopping centres. The assessment captures relevant planning, transport access and performance, and amenity indicators, which will be used to create a hierarchy of centres to enable appropriate planning for future investment. Infrastructure upgrades across five smaller local centres is progressing on schedule as part of the 2021/22 capital works program.	In Progress	🟢	2024-25	Strategy and Community	Business and Activity Centre Development



A prosperous and learning community	8	Work in partnership to implement the Bayswater Business Precinct Transformation Strategy and investigate and implement opportunities to enhance business capability, skill development, employment and education pathways for the manufacturing sector	Work in the Bayswater Business Precinct (BBP) has been undertaken in a partnership with Knox and Yarra Ranges Councils, aiming to strengthen the economic value of the Precinct to the region. The Transformation Strategy prepared by consultants and funded by the Victorian Government has been finalised and the process to formally adopt across the three councils has begun. The project team has commenced the process of planning implementation. A key initial focus has been reconnecting with businesses in person coupled with promotion of the BBP Connect website and BBP socials. The North East Melbourne Jobs Fair, held at Karralyka on 31 March 2022, was attended by the BBP project team and BBP businesses in order to promote career opportunities.	In Progress		2024-25	Strategy and Community	Business and Activity Centre Development
	9	Work in partnership with the Victorian Government to plan for and support the rollout of funded three year old kindergarten in Maroondah	Council is working closely with the Department of Education and Training (DET) to support the rollout of funded three-year-old kindergarten in Maroondah. In 2022, three-year-old-children will be able to access five hours a week in a free kindergarten program, this will increase to 15 hours per week by 2029. Through DET funding, Council has employed a Kindergarten Initiative Project Officer to work with services to understand their needs and ensure that infrastructure will meet community demand, as well as work with DET to develop the Kindergarten Infrastructure and Services Plan (KISP) for Maroondah. This project is nearing completion.	In Progress		2024-25	Strategy and Community	Community Services
	10	Facilitate co-working opportunities and spaces in Maroondah	The BizHub Coworking Space is operating in a COVIDSafe manner. Casual memberships are being offered with increasing uptake. The physical layout and support offered continues to evolve in order to meet current needs. The BizHub team continues to strengthen its partnership with Waterman.	In Progress		2024-25	Strategy and Community	Business and Activity Centre Development
A vibrant and culturally rich community	11	Deliver the 20-minute neighbourhood place activation projects in the Croydon South local activity centre and Ringwood East neighbourhood activity centre	Place activation projects funded by the Neighbourhood Activity Centre Renewal Fund have successfully been completed in Ringwood East and Croydon South. Transformational infrastructure, amenity upgrades and cultural and engagement initiatives have been undertaken in both centres. The Ringwood East Place Activation Project was a finalist in the 2021 Mainstreet Australia Awards. The Ringwood East laneway park was officially opened on 27 May 2022.	In Progress		2021-22	Strategy and Community	Business and Activity Centre Development
	12	Design the Karralyka Centre redevelopment, and undertake staged redevelopment works	Design has commenced for the staged Karralyka redevelopment and work will continue over the next few years subject to funding. The proposed redevelopment will include a new entrance foyer, an additional function room, outdoor plaza space and improved accessibility. Council will continue design of the Karralyka redevelopment and review staging options.	In Progress		2022-23	Operations, Assets and Leisure	Assets
	13	Implement the Arts and Cultural Development Strategy 2020-2025 and work with the Maroondah Arts Advisory Committee to maximise arts and cultural opportunities across Maroondah	Key projects and focus areas for 2021/22 include significant public art commissions for Realm and multi-level carparks, as well as planning for the integration of arts and cultural facilities within the Croydon Community Wellbeing Precinct (CCWP). Further development of arts activations, as part of the regeneration of local shopping centres and 20-minute neighbourhoods, will take place alongside further innovative programming and marketing of the Ringwood Arts Precinct. Cultural recovery priorities identified in the Maroondah COVID-19 Recovery Plan will continue to be a focus for 2021/22.	In Progress		2024-25	Strategy and Community	Community Services
A clean, green and sustainable community	14	Implement Council's Environmentally Sustainable Design Local Planning Policy into the Maroondah Planning Scheme	The Maroondah Environmentally Sustainable Design (ESD) Local Policy Planning Scheme Amendment was adopted by Council on 22 March 2021. Council received notice that amendment C137MARO, Maroondah Environmentally Sustainable Design (ESD) Local Policy, had been approved by the Minister of Planning on 4 January 2022. The amendment now awaits gazettal prior to being implemented into the Planning Scheme.	In Progress		2021-22	Strategy and Community	Integrated Planning
	15	Review, update and implement Council's Sustainability Strategy, and Climate Change Risk and Adaptation Strategy	Consultation has been undertaken on an Issues and Options paper for the Sustainability Strategy and draft Strategy is now in preparation for consultation. Project planning has commenced for the review of the Climate Change Risk and Adaptation Strategy with an activities report due in late 2021/22.	In Progress		2024-25	Strategy and Community	Integrated Planning
	16	Review, update and implement Council's Carbon Neutral Strategy, including participation in the power purchasing agreement	An activities report on the progress of the actions of the Carbon Neutral Strategy is being finalised with an Issues and Options paper being prepared in late 2021/22.	In Progress		2024-25	Strategy and Community	Integrated Planning

A clean, green and sustainable community	17	Work in partnership to implement the Reimagining Tarralla Creek project	The Reimagining Tarralla Creek Project seeks to enhance Tarralla Creek and surrounds in Croydon through an integrated partnership with Melbourne Water, Yarra Valley Water, and Department of Environment, Land, Water, and Planning (DELWP). The project will be delivered in four stages with Stage 1 currently under construction. The planting of around 80,000 ephemeral, terrestrial and aquatic plants is well advanced along with the installation of hard infrastructure such as bird hides. Stages 2 - 4 are currently unfunded but will be pursued by project partners through an Australian and Victorian Government advocacy campaign.	In Progress		2022-23	Strategy and Community	Integrated Planning
	18	Develop and implement Council's Waste, Litter and Resource Recovery Strategy 2020-2030	In 2021/22, a number of supporting strategic documents will be developed to align with the outcomes of the new Waste, Litter and Resource Recovery Strategy. These will include a Litter and Illegal Dumping Education Strategy and the Waste Education Strategy which will include rewards for households who recycle, school programs, community workshops and competitions, education materials and other initiatives. Other implementation initiatives will include design and planning of the new Food Organics and Garden Organics service, changeover of the current maroon garden organics bin lids to the Australian Standard of lime green, and new recycling stations will be rolled out to Council's Realm and Croydon Library customer service buildings. Council's Compost Revolution Program will continue to offer rebates and free delivery on a range of home composting, worm farming and fermentation systems and community drop off recycling events will be expanded to trial the inclusion of polystyrene, textiles and cardboard. Council will host a household chemical collection event in partnership with Sustainability Victoria to help residents responsibly dispose of unwanted household chemicals.	In Progress		2024-25	Corporate Services	Finance and Governance
	19	Prepare and implement a Maroondah Habitat Connectivity Action Plan	The Maroondah Habitat Connectivity Plan was completed in October 2021. This report presents the outcomes of a spatial modelling program used to model existing connectivity based on parameters for key focal species, and identifying locations which offer the greatest opportunity for improving connectivity. It has identified seven Biolink Habitat Corridors across Maroondah, based on the priority locations that emerged from the modelling. An eighth Biolink with good connectivity to habitat outside of Maroondah was identified following a review of the draft report by the project Advisory Group (internal and external representatives with local knowledge and expertise). The next stage requires the preparation of detailed Biolink action plans for each of the eight Biolinks to specify and scope the implementation actions required over the coming years to enable each Biolink to function as viable habitat corridors. The Mullum Mullum Creek Biolink has been selected as the initial Biolink for development of a detailed Biolink action plan, to be completed by June 2022.	In Progress		2024-25	Strategy and Community	Integrated Planning
	20	Implement a streetscape enhancement program, including a significant increase in tree planting	The streetscape enhancement program will continue in 2021/22 with significant tree planting.	In Progress		2024-25	Operations, Assets and Leisure	Operations
An accessible and connected community	21	Work in partnership with the Victorian Government to implement road improvement works at New Street Ringwood, Reilly Street and Wantirna Road Ringwood, Plymouth Road and Kirtain Drive Croydon; and undertake carpark improvement works at McAlpin Reserve Ringwood North	In 2021/22, Council will continue to work with Department of Transport/VicRoads on the delivery of road improvement works. Council is currently working with VicRoads to finalise the design of traffic safety improvements along Plymouth Road in Croydon, including the installation of traffic signals at the Kirtain Drive intersection. Design is expected to be completed in late 2021 with works tendered and constructed in 2022. The construction of improvement works at the intersection of Reilly Street and Wantirna Road in Ringwood is expected to commence in 2021/22. Carpark improvement works at McAlpin Reserve in North Ringwood were completed by Council in July 2021.	In Progress		2021-22	Development and Amenity	Engineering and Building Services

An accessible and connected community	22	Design and construct activity centre carparks in Croydon, Ringwood and Heathmont; and at Heatherdale station	The Croydon Activity Centre Carpark was formally opened on 15 December 2021 and the project is now completed and operational. The Activity Centre Carparks at Ringwood and Heathmont will progress to community consultation and design phases.	In Progress		2023-24	Operations, Assets and Leisure	Assets
	23	Work in partnership to undertake renewal works on the Mullum Mullum Creek and Colchester Road shared trails; and continue footpath construction in the Principle Pedestrian Network	In 2021/22, renewal works on the Mullum Mullum Creek shared trail is scheduled for construction. The design of the section from Marilyn Crescent to Kalinda Road is complete with stage 1 of the renewal works east of Marilyn Crescent to be constructed in early 2022. The Colchester Road shared trail from Collier Road to Dandenong Creek is scheduled for reconstruction in 2024/25.	In Progress		2024-25	Development and Amenity	Engineering and Building Services
	24	Advocate to the Australian and Victorian Governments for provision of new and upgraded major transportation infrastructure in Maroondah, including public transport enhancements	In 2021/22, Council will continue advocacy to address the major transport needs of the Maroondah community. The Victorian Government has announced that the level crossings at Bedford Road in Ringwood; Dublin Road in East Ringwood; and Coolstore Road in Croydon will be removed as well as new stations at Croydon and East Ringwood. In addition, the Victorian Government will fund significant improvements at the intersection at Canterbury Road and Heathmont Road in Heathmont.	In Progress		2024-25	Communications and Citizen Experience	Communications and Citizen Experience
An attractive, thriving and well built community	25	Develop a new Croydon Structure Plan and prepare a planning scheme amendment to incorporate the policy into the Maroondah Planning Scheme	Feedback from the consultation on the discussion paper has been considered and a draft Croydon Structure Plan is nearing finalisation ready for consultation purposes. The draft plan has been delayed awaiting further details on the proposed Croydon level crossing removal project. It is anticipated that after the final Structure Plan for Croydon Major Activity Centre is adopted by Council, a request to the Minister for a planning scheme amendment will be prepared in late 2022.	In Progress		2022-23	Strategy and Community	Integrated Planning
	26	Work in partnership to implement the Greening the Greyfields project to facilitate a sustainable approach to urban redevelopment in identified residential precincts	The ground-breaking Greening of the Greyfields approach to residential renewal involves landowners working together and redeveloping at the same time to positively transform neighbourhoods to be more sustainable and with greater neighbourhood character appeal. Council exhibited the Planning Scheme Amendment in early 2021 for the two Greening the Greyfields precincts. At the Council Meeting on 22 March 2021, Council resolved to request that Planning Panels Victoria appoint a Panel for consideration of the submissions. The Council adopted amendments were submitted to the Minister for Planning in October 2021 following a Panel Hearing in June 2021. After the implementation of the Planning Scheme Amendment, it is anticipated that further additional precincts will be identified, and a similar approach applied to transform neighbourhoods in the municipality.	In Progress		2024-25	Strategy and Community	Integrated Planning
	27	Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct	The transformation of the existing Croydon Civic Precinct into the Croydon Community Wellbeing Precinct (CCWP) will focus on delivering enhanced community spaces and functionality in relation to wellbeing facilities, family and children facilities, sport and recreation facilities, and open space. These combined elements, proposed to become integrated community hubs, will also enhance the accessibility and connectivity for the community. Community organisations are continuing the move into Community Hub B during 2021/22 (subject to onsite COVID-19 restrictions). Further community consultation, design planning and early works will also be undertaken in 2021/22. Council plans to develop staged concept plans for Hubs A and C including advocacy for external funding.	In Progress		2024-25	Operations, Assets and Leisure	Assets
	28	Undertake flood mitigation works in New Street, Ringwood, Sherbrook Avenue catchment in Ringwood, and Scenic Avenue and Wingate Avenue catchments in Ringwood East; and work in partnership to develop flood mitigation solutions for central Croydon	Flood mitigation projects are to be undertaken in New Street, Ringwood, Sherbrook Avenue catchment in Ringwood, Scenic Avenue and Wingate Avenue catchments in Ringwood East. New Street (south of Maroondah Highway) drainage upgrade works commenced in 2020/21 and will be completed in April 2022. Design of the Sherbrook East drainage catchment from Nelson Street to Maroondah Highway is scheduled for 2021/22. The next stage of the drainage upgrade works in New Street, from Nelson Street to Bourke Street, is scheduled for 2021/22. Design of the next stage of the Scenic Avenue in Ringwood East catchment stage 4 is scheduled to commence in 2022/23. Wingate Avenue in Ringwood East (Stage 2) involves the realignment and upgrade of the floodway pipe drainage with works having commenced in December 2021 and scheduled to be completed in March 2022.	In Progress		2024-25	Development and Amenity	Engineering and Building Services

An inclusive and diverse community	29	Work in partnership to support volunteer-based organisations and facilitate volunteerism within Maroondah	Council has established a partnership with Eastern Volunteer Resource Centre to provide a suite of training programs for volunteer-led community organisations in Maroondah in response to the coronavirus (COVID-19) pandemic. A series of sessions were held from September to December 2021 on grant writing, risk management, introduction to committees for board members and recruiting volunteers. In addition, dedicated support is being arranged for local CALD groups and sporting clubs to assist with their governance, strategic planning and return to operations following the coronavirus (COVID-19) pandemic. Council will also continue to implement its volunteering and student placement programs during 2021/22. These programs provide opportunities for volunteers and students to support the wider community.	In Progress		2022-23	Corporate Services	Workplace People and Culture
	30	Investigate and implement additional female changing facilities at local sporting venues	In 2021/22, Council has scheduled sporting pavilion works which include additional women's, unisex and accessible amenities at Cheong Pavilion in Croydon South, Ainslie Pavilion in Croydon, and Proclamation Pavilion in Ringwood.	In Progress		2024-25	Operations, Assets and Leisure	Leisure
	31	Implement the Children and Families Strategy and Action Plan; and the Youth Strategy and Action Plan	Following completion of extensive community consultation with children, young people, parents, carers and school staff, detailed analysis was undertaken to inform Council's new Children and Families Strategy and Action Plan, and the new Action Plan for Council's existing Youth Strategy. Implementation of the 2021/22 - 2022/23 Action Plans for both strategies is underway and will continue until June 2023. Planning is also underway for the next consultation with children, young people, families and stakeholders in the second half of 2022, which will inform the next Action Plans (2023/24-2024/25).	In Progress		2024-25	Strategy and Community	Community Services
	32	Implement the Gender Equality Act 2020, including Council's Gender Equality Action Plan	During 2021/22, Council will continue to implement a range of initiatives in response to the new Gender Equality Act 2020. Activities have included participating in public sector employee survey and commencing development of a Gender Equality Action Plan. Council is also considering an approach to undertaking gender impact assessments in accordance with the new Act.	In Progress		2024-25	Corporate Services	Workplace People and Culture
A well governed and empowered community	33	Implement the new Local Government Act 2020	The new Local Government Act 2020 (the Act) is being implemented in four transitional stages, during which time it will co-exist with many the provisions within the former Local Government Act 1989, up until 1 July 2021. The first phase of reforms took effect on 6 April 2020, which put in place these governance principles that provide the foundation framework for the new Act. The new Act requires Council to adopt specific policies within set timeframes in 2020/21 and 2021/22. All policies required to be approved/adopted by 3 December 2021 have been completed, with the only key document remaining being the Asset Management Plan, which is due in June 2022.	In Progress		2022-23	Corporate Services	Finance and Governance
	34	Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the State and Federal Government Elections in 2022	In 2021/22, Council will continue advocacy both the Australian and Victorian Governments to seek funding to address a range of key priority infrastructure, sporting and transportation improvement projects that will benefit the Maroondah community.	In Progress		2022-23	Communications and Citizen Experience	Communications and Citizen Experience
	35	Develop and implement a new Customer Service Strategy that will continue to advance Council's commitment to be highly responsive and customer focused	Council has developed a new Customer Service Strategy in line with evolving customer expectations. This Strategy includes the development of online engagement channels and focuses on strengthening internal service partnerships. In October 2021, the Strategy was presented to the Management Group and individual appointments with Service Area Managers are currently being undertaken to further progress the rollout.	In Progress		2024-25	Corporate Services	Revenue, Property and Customer Service
	36	Deliver a broad range of Council services to meet current and future community needs along with sustainable management of Maroondah's resources, assets and environment	In 2021/22, Council will continue to deliver a broad range of services that meet both the current and future expectations, needs and aspirations of the Maroondah community. Planning for service delivery will include consideration of financial sustainability and escalated community needs arising from the coronavirus (COVID-19) pandemic.	In Progress		2024-25	Executive Office	CMT
	37	Engage the community in undertaking a review of Maroondah 2040 - Our future together and prepare a new Council Plan 2025-2029 following election of a new Council	Community engagement for the next revision of <i>Maroondah 2040 - Our future together</i> community vision and preparation of the new Council Plan 2025-2029 is scheduled to commence in 2023/24.	In Progress		2024-25	Strategy and Community	Integrated Planning