



Ordinary Meeting of Council Attachments

Monday 19 August 2024

Council Chamber, Realm

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COUNCILLOR BRIEFING – PUBLIC RECORD

Briefing Details:

Date: Monday 22 July 2024

Time: 6:00pm

Location: Meeting Rooms 1
& 2, Realm*All items discussed at a Councillor Briefing are considered confidential in nature.*

Attendees:

Councillors		
Cr Kylie Spears (Mayor)	Cr Mike Symon (virtual)	Cr Linda Hancock
Cr Paul Macdonald (Deputy Mayor)	Cr Suzy Stojanovic	Cr Rob Steane OAM
Cr Chris Jones	Cr Tasa Damante	
Council Officers:		
Steve Kozlowski	Chief Executive Officer	
Tony Rocca	Director/Chief Financial Officer	
Adam Todorov	Director Assets & Leisure	
Marianne Di Giallonardo	Director People & Places	
Andrew Fuaux	Director Strategy & Development	
Emma Hills	Governance Officer	Item
Danielle Butcher	Manager Communications & Citizen Experience	2
Nick Doherty	Coordinator Customer Service	2
Chelsey Tattersall	Coordinator Communications & Engagement	2
Andrew Arnold	Coordinator Digital & Online	2

Apologies:

Councillors:

Cr Tony Dib OAM JP

Council Officers:

Nil

Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

Items Discussed:

1	Council Meeting Agenda
2	Communications and Customer Service consultation outcomes and mid-year service delivery update
3	LXRP Update
4	Household Waste and Recycling Service Standard 2024
5	Community Assistance Fund
6	Items of a General Nature Raised by Councillors

Record completed by:

Council Officer	Emma Hills
Title	Governance Officer



COUNCILLOR BRIEFING – PUBLIC RECORD

Briefing Details:

Date: Monday 5 August 2024

Time: 6:00pm

Location: Meeting Rooms 1
& 2, Realm*All items discussed at a Councillor Briefing are considered confidential in nature.*

Attendees:

Councillors

Cr Kylie Spears (Mayor)

Cr Paul Macdonald (Deputy Mayor)

Cr Chris Jones

Cr Tony Dib OAM, JP

Cr Mike Symon (virtual)

Cr Suzy Stojanovic

Cr Tasa Damante

Council Officers:

Steve Kozlowski

Tony Rocca

Adam Todorov

Danielle Butcher

Andrew Fuaux

Emma Hills

Isabelle Cancino

Damian Thorp

Antonia Heward

Shaye Wilson

Daniel Van Leuwerden

Tim Cocks

Jeremy Cutajar

Stuart Robertson

Jim Herron

Harvey Liu

Chief Executive Officer

Director/Chief Financial Officer

Director Assets & Leisure

Acting Director People & Places

Director Strategy & Development

Governance Officer

Manager Finance & Commercial

Coordinator Waste Management

Team Leader Waste Strategy & Policy

Coordinator Property, Revenue & Valuation
Services

Team Leader Property & Valuations

Manager Leisure & Major Facilities

Manager Maroondah Golf Courses & Sportsfields

Assistant Manager - Maroondah Golf

Manager Cyber & Technology

IT Project Delivery Manager

Item

1-2

1

1

2

2

3

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3

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4

Apologies:

Councillors:

Cr Linda Hancock and Cr Rob Steane

Council Officers:

Marianne Di Giallonardo

Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

Items Discussed:

1	Household Waste and Recycling Service Standard 2024 Consultation - MCC Submission
2	Property and Commercial Outcomes Update
3	Maroondah Golf Annual State of Play Report
4	Generative AI in Maroondah City Council
5	Submission to Plan for Victoria
6	Councillor Delegates' Meeting Report
7	Items of a General Nature Raised by Councillors

Record completed by:

Council Officer	Emma Hills
Title	Governance Officer



Attachment A

EASTERN TRANSPORT COALITION MINUTES OF MEETING

Date: Thursday, 20th June 2024
Time: 6.30 – 8.30pm (6.00pm for dinner)
Host: City of Monash, 293 Springvale Rd, Glen Waverley and online

Attendees:

Councillors

- Cr Stuart James, City of Monash (Chair)
- Cr Susan Laukens, Knox City Council
- Cr Tina Liu, City of Whitehorse
- Cr Tomas Lightbody, Manningham City Council

Officers

- Martin Halden, City of Greater Dandenong
- Shane Hardingham, Knox City Council
- Frank Vassilacos, Manningham City Council
- Michael Blowfield, Maroondah City Council
- Terry Tillotson, City of Monash
- Sandra Worsnop, City of Monash
- Ming Lou, City of Monash
- Wayne Xu, City of Monash
- Karen O’Gorman, Yarra Ranges Council
- Kim O’Connor, Yarra Ranges Council
- Rachel Kamath, Whitehorse City Council

Secretariat

- James McGarvey, The Agenda Group

Guest

- Peter Parker, *Fix the 800 bus campaign*

Apologies

- Cr Andrew Fullager, Yarra Ranges Council
- Cr Anna Chen, Manningham City Council
- Cr Rhonda Garad, City of Greater Dandenong
- Cr Tony Dib, Maroondah City Council
- Chris Hui, City of Whitehorse
- Christopher Marshall, City of Greater Dandenong
- Yingnan Wang, Knox City Council
- Winchelle Chuson, Knox City Council
- Emma Steele, Manningham City Council
- Matthew Hanrahan, Knox City Council

1. Welcome and Apologies

Cr James assumed the Chair and welcomed the attendees.

2. Conflicts of Interest

No conflicts of interest were raised.

3. Frank Vassilacos

Cr James recognised that this is the last ETC meeting that Frank Vassilacos, Manningham City Council will be attending, as Frank has accepted a position as Director of Planning and Environment with Nillumbik Council.

Cr James was joined by ETC members in congratulating Frank on his new role, and thanking him for his considerable contribution to the ETC over many (14!) years.

4. ETC Finance Report

The finance report for the ETC for May 2024 – June 2024 is as follows:

Opening Balance for May 2024	\$30,470.91
April Invoice from TAG	\$7,500.00
Income	\$0.00
Closing Balance for June 2024	\$22,970.91

Moved: Cr Stuart James
Seconded: Cr Susan Laukens

Carried

ETC Budget

James McGarvey, ETC Secretariat provided an updated proposed budget to the meeting for the coming 24/25 and 25/26 financial years, covering suggested expenditure items required for the trails package advocacy campaign in the next financial year, as well as preparation for advocacy activity around the forthcoming federal and state elections.

Mr McGarvey explained the needs around the main expenditure item – a rebuild of the ETC website – and that the likely cost would be less than the figure conservatively quoted in the budget as the potential cost.

After discussion amongst members and ETC's treasurer, Terry Tillotson, City of Monash, it was agreed that Mr Tillotson would write to each council via email, seeking in principle agreement to the apportioned campaign budget for each member council of \$6,000, with flexibility for each council around timing of payment.

5. Ratify Previous Draft Minutes and Actions Arising

Minutes of the May ETC meeting:

Moved: Cr Tina Liu

Seconded: Terry Tillotson

Carried

6. 2024 ETC Advocacy Workplan

Housing Targets and Plan for Victoria

Mr McGarvey raised the Victorian Government's recent announcement of ambitious housing targets for each Victorian municipality to be achieved over the coming decades.

Beyond council by council targets, very little further information was provided on how these targets might be achieved, what assistance the state government might provide to councils, or how future services and infrastructure needs might be planned for or met.

Cr Laukens suggested that the group consider preparing a submission to *Plan for Victoria* as a means of flagging requirements to meet the needs of growing communities.

Mr McGarvey suggested the infrastructure projects that the ETC has continued to campaign on in recent years (the Caulfield-Rowville TRT, trails package, duplication of Lilydale rail line, etc) could form the basis of a submission, together with a general foreshadowing of the increased infrastructure and services necessary to cater for the increased population expected across the eastern region in line with the Victorian Government's announced housing targets.

Plan for Victoria submissions are due in by August 31st.

Council Road Safety Grants

Mr McGarvey and a number of members reported that the Victorian Government has launched a new round of the Transport Accident Commission's Local Government Grants Program, providing grants of up to \$100,000 for Councils to improve road safety, particularly for pedestrian and cyclists.

Further information on the grants program is available at:

[TAC Local Government Grant Program - TAC - Transport Accident Commission](#)

State Parliamentary Inquiry into the impact of road safety behaviours on vulnerable road users

Mr McGarvey reminded the group that it was agreed at the May ETC meeting that each ETC Councils would consider each of the relevant recommendations from the report and provide advice back to the Secretariat on items that could be considered for advocacy to government by the ETC.

Recommendations discussed at the May meeting of interest to the ETC addressed road safety hierarchy, the need for further investment in public transport, streamlining the speed change process and speed limits in school precincts, and in particular Recommendation 27 which calls for reviewing the location of pedestrian crossings on arterial roads to ensure there are regular crossings linked to public transport stops, activity centres and schools.

The report can be accessed here:

[Inquiry into the impact of road safety behaviours on vulnerable road users \(parliament.vic.gov.au\)](#)

7. Guest Presentation

Public transport activist Peter Parker joined the meeting to provide a presentation on the recent successful *Fix the 800 bus* campaign.

Key points Mr Parker raised include:

- Local government is much better placed than DTP to do local engagement
- The size of DTP makes it difficult to navigate and genuinely engage with.
- The Victorian Bus Plan is now three years old.
 - It did a great job of diagnosing the problems with Victoria's buses
 - Despite this, budget funding for buses has declined each year since 2022.
 - The only funding for 7 day service announced in the 2024 budget was for the 800 bus service.

- There was a 2 year campaign for the 800 bus
 - On the streets, through social media and encouraging members of the public to write to MPs
 - All parties were engaged on the campaign in the lead up to the 2022 election
 - The campaign was aided by having a very clear ask
- The campaign on the 788 bus service run by Mornington Peninsula Shire and Cr Despi O'Connor prior to the 2018 state election provides a good example for council-lead campaigns.

Further campaign tips include:

- You need a strong case to support your ask
- Use data to support your argument, particularly on bus productivity
- DTP are very influential but will only respond to a strong and clear case
- The media tends to feed off each other, so if you can get good coverage in one outlet, the story is likely to get picked up elsewhere
- It would be useful to have translations of campaign material available to target non English-speaking communities
- Be persistent!
- Celebrate your wins – recognise those in government who supported you.

A copy of Mr Parker's presentation will be circulated with the meeting's minutes.

8. Local Issue Presentation

Wayne Xu, City of Monash provided the group with a presentation on Council's *Safe Local Roads and Streets Program*, a \$200 million initiative of the Victorian Government to enhance road safety across local communities.

Local government manage 87% of the road network, and 40% of serious road injuries occur on local roads. Each local government is granted \$2 million plus technical resources from DTP to integrate safe systems approaches.

The program runs for three years from July 2024 and will be jointly managed by DTP and the TAC.

Each council has 2 years to design and deliver proposed treatments, starting with an intervention workshop.

Monash Council is on the reference group with other councils and the MAV to review the program guidelines and provide feedback to government on meeting the program's objectives.

A set of tools has been developed with input from the reference group and they are freely available for councils to access.

A network safety plan is being developed as an LGA guide to developing their own plans or road safety strategy, which will priorities infrastructure investment that will have the most impact on reducing road risk and injury occurrence.

DTP is keen for these plans to be developed on a regional and cooperative basis, and this may be an opportunity for the ETC and its Councils to work together.

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

9. Melbourne Tram Plan

Cr James suggested that, given time constraints, the letter to the ETC from VTAG re the Melbourne Tram Plan be re-listed as an agenda item at the next ETC meeting.

10. General Business

No general business items were raised.

11. Next Meeting

The next meeting will be hosted at Whitehorse City Council and online, and will commence at 6.30pm (6.00pm for diner) on Thursday, 18th July 2024

Action Summary

Action Items	Owner(s)	Deadline
1. ETC Secretariat to prepare an ETC submission to <i>Plan for Victoria</i> .	Secretariat	Submission due by 31 st August 2024
2. ETC Secretariat to re-list discussion of the VTAG letter re the Victorian tram plan for discussion at the July ETC meeting.	Secretariat	July 2024
3. ETC Councils to consider each of the relevant recommendations in the <i>State Parliamentary Inquiry into the impact of road safety behaviours on vulnerable road users</i> and provide advice back to the Secretariat on items that could be considered for advocacy to government by the ETC	Council officers	July 2024

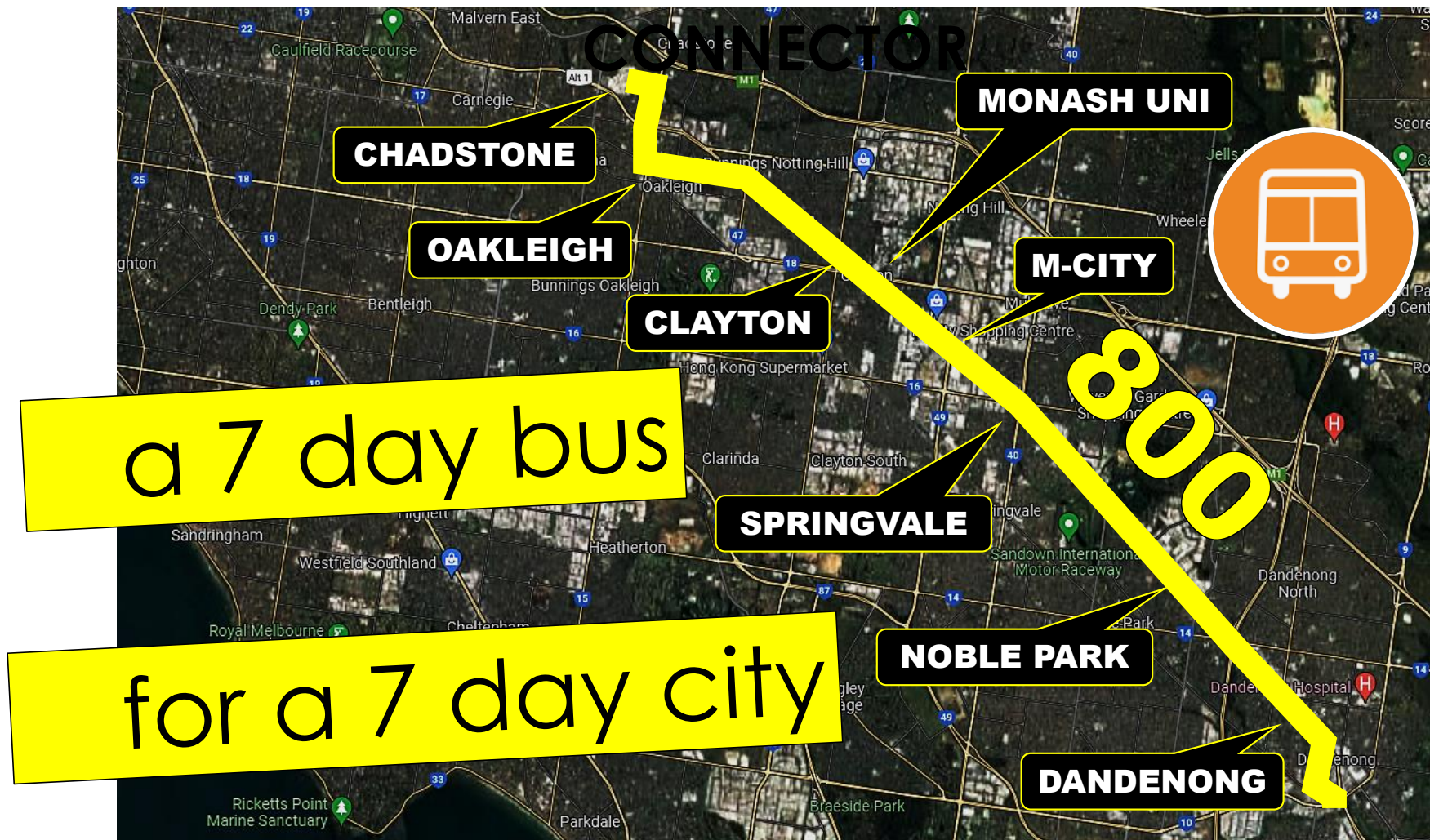


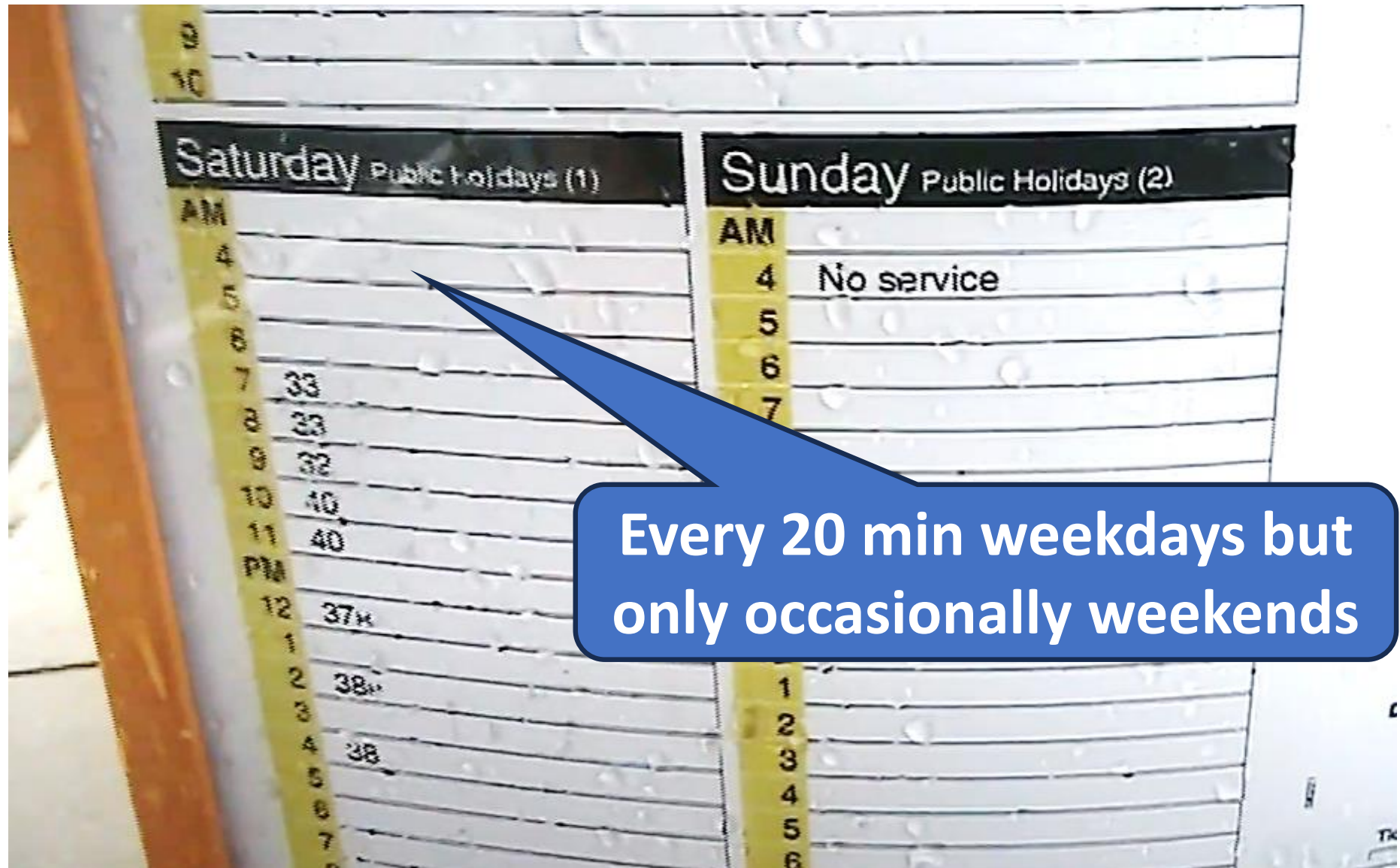
How we fixed the 800 bus

Peter Parker
20 June 2024

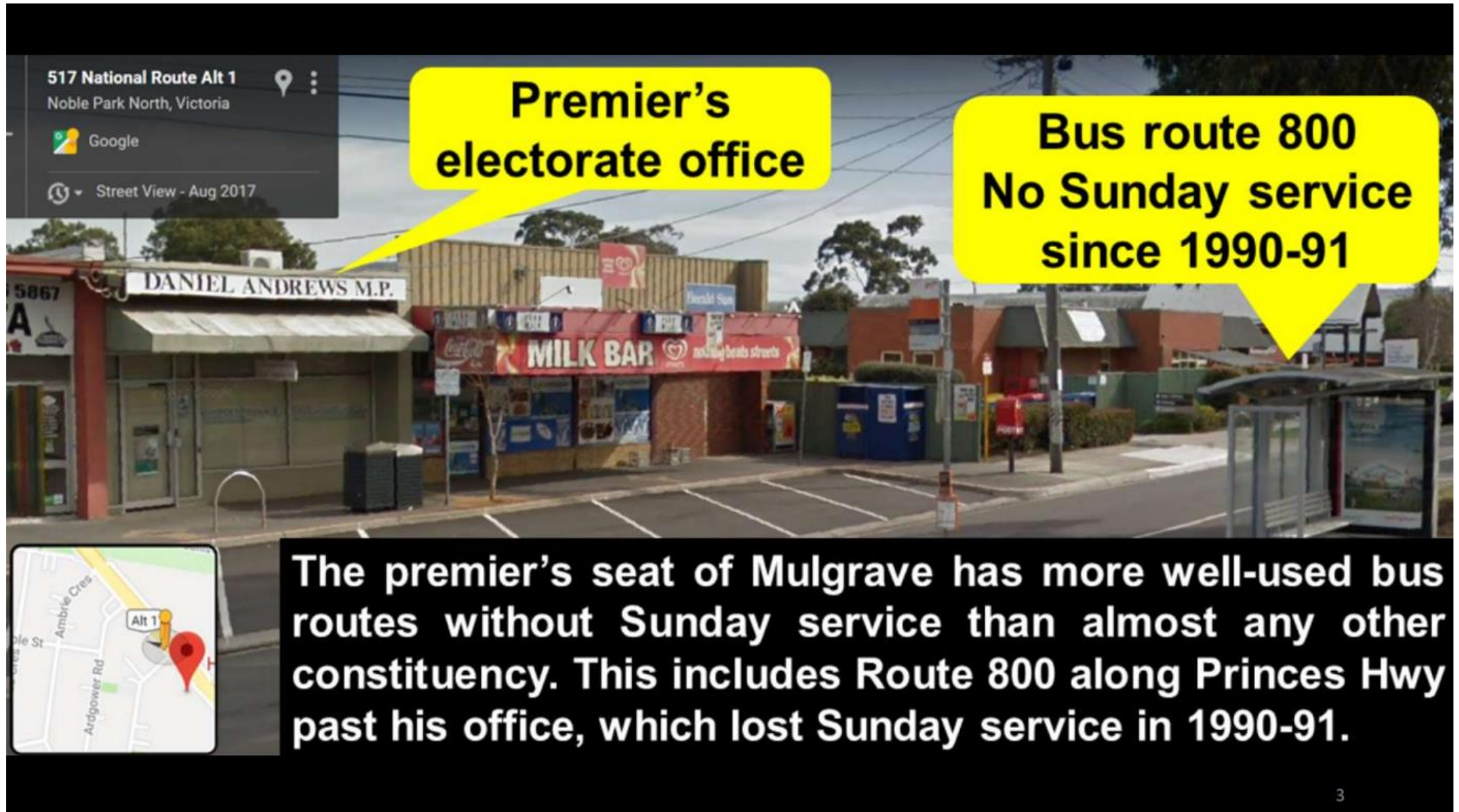


BUS ROUTE 800 THE OPPORTUNITY CONNECTOR





Saturday Public Holidays (1)		Sunday Public Holidays (2)	
AM		AM	
4		4	No service
5		5	
6		6	
7	33	7	
8	33		
9	32		
10	40		
11	40		
PM			
12	37K		
1		1	
2	38K	2	
3		3	
4	38	4	
5		5	
6		6	
7			



14 tips for effective bus advocacy

1. You need a strong case. Your first campaign at least should be the strongest. Route 800 ticked all the boxes as it is direct via Princes Hwy, went near the south-east's biggest destinations, had significant residential catchment and had good patronage performance.
2. Get the data to inform your argument. I put in a data request to DTP for bus patronage productivity. It was absolutely worth it. Because with it I could claim that the 800 was the busiest bus route in Melbourne that did not run 7 days. This made the case stronger.
3. Propose something sensible. Although DTP might have had problems getting ideas it originates up, it is still influential in the advice it provides to the minister. They can and do sink silly or impractical proposals. An 800 upgrade met the bus plan's principles, did not require buying more buses and stacked up on both social needs and patronage grounds.
4. Focus is essential. Keep your message simple. One route if possible. That also makes letterbox drops easier. I suggest sticking to advocating simple and sellable timetable upgrades on popular routes, like adding 7 day service, rather than harder to explain network reforms.
5. Find something historical that builds your case. In Route 800's case it ran 7 days in 1988 and even 1955. You can use old timetables etc for your social media.
6. Being quirky is good, especially if it makes a visual political point. One of the great things about the 800 is it had a stop right outside the premier's electorate office on Princes Hwy. We used that a lot in social media, the press, meetings with politicians etc.
7. Local media are very good and useful. Especially if you also help write their story for them. Also consider other media like radio appearances. The route 800 campaign got nearly 20 media appearances in 2 years. Also stakeholders including local councillors.
8. Elections and especially by-elections are good. I started this campaign about 6 months before the 2022 state election and made the issues known to candidates. The previous premier's resignation triggered a Mulgrave by-election that the 800 runs through the middle of. This really helped with the campaign's profile.
9. You do not know who is on your side during a campaign, especially if they are not in a position to say much publicly. This is particularly with MPs and candidates from the governing party. So although I made lists of candidates and their positions on the 800 upgrade, I didn't make how to vote cards. And of course smaller parties and independents can make promises without accountability.
10. Bus campaigning is easy because your target audience waits in the street for you. Take advantage of this with bus stop conversations between your letterboxing. This was part of a 2 prong campaign – conversations and direct mail. Reinforced by social media.
11. You don't have to be perfect to win. Every campaign has strengths and weaknesses. Fix800Bus was weak on personal resources and languages spoken.
12. You must be persistent. Fix800Bus didn't win in 2023 but did in 2024.
13. You are campaigning in uncertainty. You don't know what's working and what isn't.
14. Celebrate wins. Pretend you've won an Oscar. Do lots of thanks and photo opportunity stuff with politicians etc. And I suggest make Day 1 of the new service special. I think it's reasonable that politicians get credit for upgrades they back. And then subtly suggest the next stage of the campaign.

What's next?

- 7 day service on more routes. 802/804 then 814. Chosen due to existing high patronage, local social needs and low costs to upgrade.
- Advocacy in time for 2025 state budget
- Change.org petition here: <https://www.change.org/p/fix-bus-services-in-greater-dandenong-area>
- Fix800Bus to become FixDandyBus (for now though see <https://facebook.com/fix800bus> for updates)



Safe Local Roads and Streets Program (SLRSP)

Wayne Xu – Transport Engineer,
City of Monash



The SLRS Program

- The Victorian Government has committed to the vision of no lives lost or serious injuries on our roads by 2050.
- TAC is partnering with the Department of Transport and Planning (DTP) to offer \$2 million to every Victorian LGA through the Program
- A \$200 million program designed to integrate LGA's priorities with a Safe System approach.
- The Program will run from July 2024 to June 2027.
- Recognise the barriers local governments face in delivering road safety improvements.
- Support local governments to build capacity and capability to deliver safer local roads



Program Timeline

FY	2023-24												2024-25												2025-26												2026-27														
Round	No. of LGAs	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4																
		J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J														
1*	11				Work shop				Project Development			Project Delivery																																							
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Program End

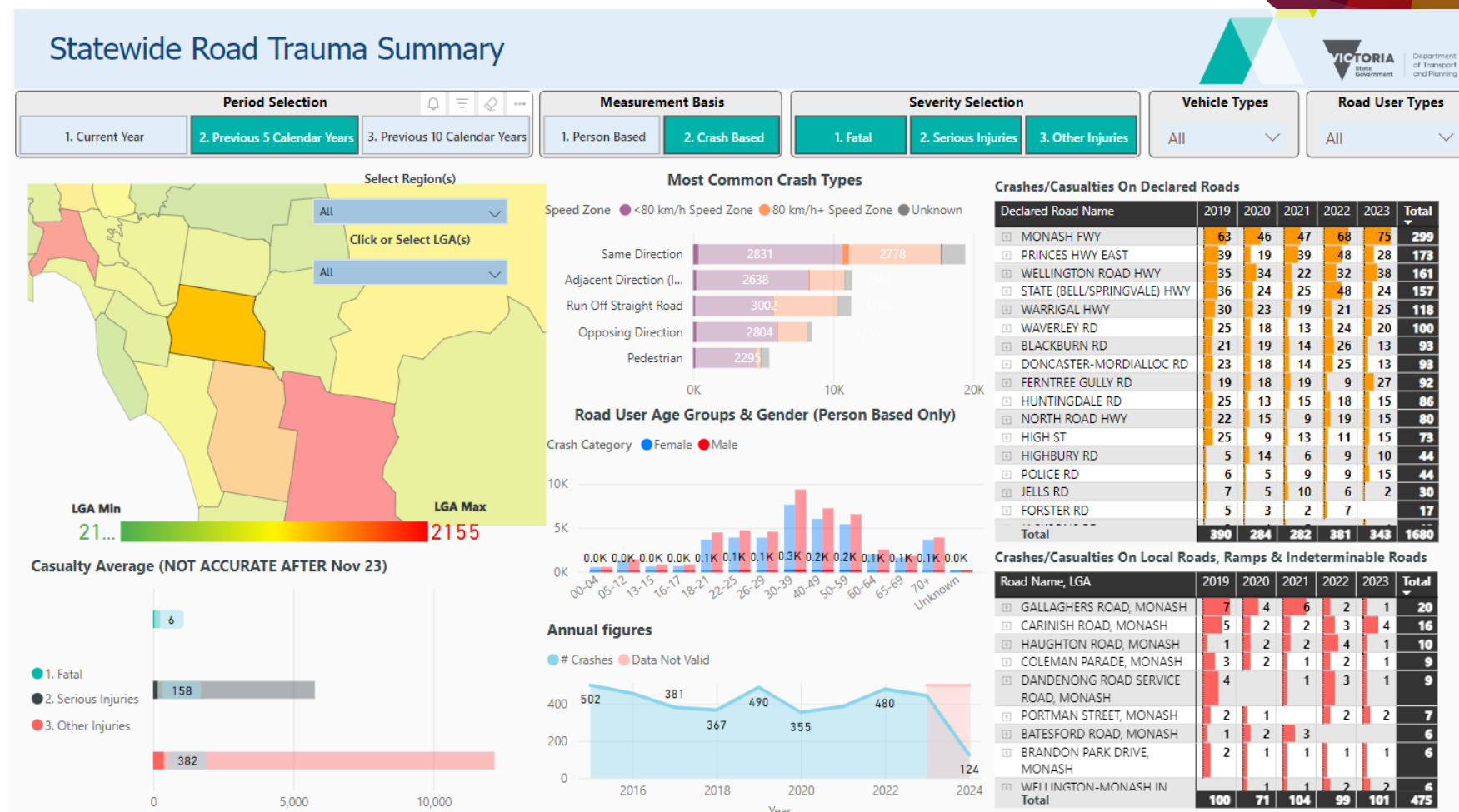
SLRSP Reference Group

- Members of the Reference Group were selected via an expression of interest process and include representatives from 15 councils and the Municipal Association of Victoria (MAV).
- Review and finalise Project Development Guidelines
- LGA feedback on budget nomination, project initiatives & delivery
- Understand LGAs difficulties: lack of capacity or resource of project delivery, speed reduction approval, and public consultation etc.
- Road Safety Risk Tools: Road Trauma Summary, Infrastructure Risk Rating (IRR) Summary – Rural Roads Only
- Network Safety Plan (NSP): DTP is developing a Network Safety Plan LGA Guide that will support local governments to draft their own NSP

NSP: A strategic plan to prioritise infrastructure investment to have the most impact on community safety.

- Analyse network risks;
- Identify safety gaps;
- Determine necessary treatments to optimise safety outcomes.





SLRSP Supported Treatments

- Roundabouts
- Area-wide speed management (including potential trials of 30k permanent & time-based school speed zone)
- Raised priority crossings (including converting school crossings to wombat crossings)
- Local Area Traffic Management (road humps)
- Shared user path
- Speed reductions on high-speed rural roads



Project Nominations - Monash

- Mini-roundabout Traffic Movements Safety Program – 5 rounds including 25 sites
- Traffic Management Treatments – Albany Drive, Mulgrave: wombat crossing with additional road humps on each approach side



Mini-Roundabouts

- The mini-roundabout improves driver awareness, requires motorists from all directions to slow and/or stop to give way and will make the intersections safer for all users.
- We have successfully installed 41 devices since commencing in 2004.



Reduction in cross-road related crashes

MINI-ROUNDBABOUT INSTALLATIONS			No. of Crashes	
Suburb	No. of Treatments	Year of installation	Pre-Installation (10 yrs)	Post installation
Huntingdale	11	2004-2005	17	2
Clayton	12	2007-2010	13	0
Oakleigh South	6	2008	6	0
Glen Waverley	3	2009	6	0
Oakleigh	3	2010	2	0
Ashwood	2	2013	2	0
Mount Waverley	2	2014	3	0
Total	39		49	2

Traffic Management Treatments

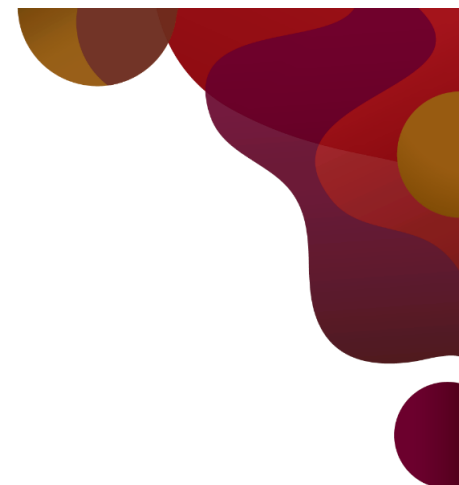
– Albany Drive, Mulgrave

- Replace the existing school crossing with a wombat crossing
- Install flat-top road humps on each approach side
- Street lights are to be upgraded to meet standards



School Zone time-based 30km/h trial – Waverley Meadows Primary School, Wheelers Hill





Thank You
Any questions?



Attachment B

VTAG

VICTORIAN TRANSPORT ACTION GROUP

Email: info@victransport.com.au

Facebook: www.facebook.com/victoriantransportactiongroup

Eastern Transport Coalition

23rd May 2024.

By email to: info@etc.org.au

Dear Councillors,

Re: VTAG Response to Melbourne's Tram Plan

Please find attached a copy of the Victorian Transport Action Group's paper *Melbourne's Tram Plan, Filling the Gaps*. Given your organisation's ongoing interest and involvement in public transport issues, we thought you would be interested in VTAG's views expressed in this paper.

The Melbourne Tram Plan was welcomed enthusiastically by the Victorian Transport Action Group (VTAG) when it was published by the Victorian Government last year. VTAG saw it as an important statement by Government, acknowledging how vital trams are to Melbourne's mobility and culture. It had the potential to kick off an overdue discussion about what is needed to bring our tired tram network back to a world leader among light-rail systems.

On perusal of the plan however, VTAG formed a view that the Tram Plan offers only a limited assessment of the current state of Melbourne's tram system and fails to provide updated details or status of the many previous initiatives announced by the Victorian Government over the past five years. We believe there is a need for clearer direction and action.

Accordingly, VTAG members have put together a response to the Tram Plan for consideration by Government, Yarra Trams and other key stakeholders like your group. It is our hope that our paper will lead to further discussion with all parties on the steps required for transforming the tram system into a modern light rail service that is accessible, efficient and attracts growing numbers of passengers to more sustainable public transport.

Please let us know if you would like an opportunity to discuss the views expressed in the paper with members of VTAG.

For further information or to discuss the views expressed in the paper, please contact VTAG's spokesperson for this topic: **Eric Keys on 0414 354 240**.

Yours sincerely



Glenyys Romanes AM

Chair, Victorian Transport Action Group

Attachment: VTAG Response to Melbourne's Tram Plan - Filling the Gaps

VTAG

VICTORIAN TRANSPORT ACTION GROUP

Email: info@victransport.com.au

Facebook: www.facebook.com/victoriantransportactiongroup



Melbourne's Tram Plan Response

Filling the Gaps

May 2024

Summary

Melbourne's Tram Plan (the Plan) is a welcome document as the Government acknowledges the importance of trams to our city. Many other cities abandoned trams, much to their regret. Melbourne not only retained but expanded its tram network. The Plan is an essential start to an overdue discussion on ensuring we realise the network's full potential.

Yet the Plan fails to meet the basic requirements the Victorian Transport Action Group (VTAG) would expect. It offers a limited assessment of the substandard state of the tram system, including the lack of level access stops, the ageing tram fleet, deteriorating infrastructure and the lack of on-road priority. The Plan also needs to provide details of the many initiatives previously announced by the Government. The Plan's lack of detail undermines the Government's stated intent to transform our tram legacy into a modern light rail service.

Following our review, VTAG recommends that the Government embrace a few modest initiatives to provide tangible evidence of its commitment to an improved tram service, including:

- 1. Confirm its commitment to previously announced projects (listed in Table 1) and provide indicative timeframes for completion.**
- 2. Redirect routes 3, 5 and 12 (detailed in Table 2) with the opening of MM1 to improve the distribution of tram services through the central area.**
- 3. Direct Infrastructure Victoria to undertake the specific planning process as part of the next state infrastructure plan to canvas a range of possible network enhancements.**
- 4. Revise the selection of stops for upgrade to level access to include the practical considerations of technical feasibility and constructability to ensure that as many stops as possible are delivered as a priority.**
- 5. Expand the corridor-based approach being applied to upgrade stops to include the implementation of traffic priority along the selected corridors.**
- 6. Adopt a 15mins, or at least 20 mins, as the maximum headway for all Melbourne tram routes.**

VTAG has embraced the Plan as an invitation to engage with the Government and Department on the next steps to transform the system into an accessible and efficient service. A service that will further encourage urban consolidation and provide an attractive alternative to less efficient and less sustainable forms of travel.

VTAG will seek regular meetings with the Department to ensure every effort is made to create a Melbourne Tram Plan worthy of the name.

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This submission is made by the Victorian Transport Action Group (VTAG), an independent forum focused on solutions to Victoria’s transport challenges.

Members of VTAG have expertise across passenger and freight transport, urban and regional planning, State and Local Government, I.T. and the environment, engineering, architecture, and urban design.

Australia is facing a climate crisis. VTAG advocates for policies and projects that demonstrate meaningful reductions in emissions and prepares Victoria for a low-carbon future.

Introduction

VTAG has prepared this submission in response to *Melbourne's Tram Plan* (the Plan) published by the Victorian Government in August 2023. VTAG commends the release of a plan for Melbourne's iconic tram network.

The current network is a valuable legacy and must be maintained as an essential asset. It is the responsibility of this generation to build on this legacy and ensure the tram network is fit for purpose for future generations. The Plan is a start, but a more detailed and action-oriented plan is needed if our trams are to deliver their full potential.

The Plan, as outlined in Horizon 1 – Current Actions, is modest in the extreme. Previously announced projects and policies have been omitted, causing confusion and concern over the government's intent. It is unclear whether the Government remains committed to these previously announced initiatives.

The Plan's initial actions include:

- Action 1 – Plan and deliver improved tram accessibility.
- Action 2 – Prepare for the arrival of Next Generation Trams.
- Action 3 – Plan for network reform.
- Action 4 – Prepare for change.
- Action 5 – Plan, test and then implement systems and technology.
- Action 6 – Plan, test and implement measures to improve reliability and performance of the tram network.

The Plan omits tangible actions beyond the welcomed purchase of the Next Generation Trams. The critical actions proposed for the first stage foreshadow more planning than action – more than two decades after the state's metropolitan strategy, *Melbourne 2030*, announced a tram plan would be prepared.

Melbourne can claim credit for retaining trams while other cities discarded their networks, yet we are now victims of this history. The cities reintroducing trams demonstrate best-practice applications of modern light rail technology, equipping their cities with attractive and sustainable transport. Melbourne must move beyond its legacy to expand and modernise this vital asset to encourage the urban consolidation needed to address the triple challenges of greenhouse gas emissions, housing affordability, and better public health.

VTAG's purpose in preparing this submission is to highlight and accelerate the discussion of crucial interventions needed to upgrade the existing tram network. The primary role of Melbourne's trams is to support an urban environment rapidly consolidating into a higher-density urban form. The transformation of inner and middle Melbourne requires shifting

from the current accommodation of cars towards more appropriate forms of travel, including walking, cycling and public transport. This will, in turn, reduce greenhouse gas emissions from the transport sector, reduce urban sprawl, and encourage the construction of new housing. In this context, trams play an essential role.

Our response to the Plan has been to document the pragmatic and specific interventions from previous State plans and policies. In this submission, VTAG is not proposing much that is new but reminding the state of prior commitments that have been omitted from the current plan. If trams are to play a role in meeting the State's goal of zero emissions by 2045, these previous plans and policies warrant attention within the plan's first Horizon 5. We expect the Government to clarify whether it remains committed to these projects and, if so, provide a timeframe for implementation.

The following section further outlines the shortcomings of the Plan. The balance of our submission follows the structure of the Plan. Initiatives are organised according to these themes:

- Tram network.
- Tram stops.
- An energy efficient network.
- Renewing fleet and infrastructure.
- Improving tram performance.
- Improving customer experience.

Filling the Gaps of the Government's Strategic Response



VTAG commends the Government for the \$3.9 billion investment into the tram network, including the \$1.85 billion for 100 next-generation trams. Yet Melbourne's Tram Plan provides little detail of how the balance of these resources (\$2 billion) will be deployed and what further investment will be needed to bring the network up to the standard of the other Australian light

rail systems. The Plan, as it stands, fails to articulate the gap between today's tram services and the modern, attractive service needed to encourage and support a consolidating city and provide an alternative to more energy-intensive and space-hungry forms of travel.

Melbourne urgently needs a plan that outlines the government's priorities for expanding and modernising the tram network. Integrated planning requires a plan that goes beyond strategic objectives and provides specific details of how the tram service will be transformed over the coming decades. A robust plan would build upon the previous announcements, existing structure plans and initiatives found in the multiplicity of the state's transport and land-use plans. Melbourne needs a plan that provides the detail necessary to ensure that the future tram network is integrated with other transport and land-use projects across the metropolitan area.

The Government has stated that it intends to make "Good decisions, made faster". Yet this intention is not evident. Decisions to provide the tram infrastructure needed to support urban development, such as light rail to Fishermans Bend, have, at worst, been abandoned or, at best, delayed to some unknowable timeframe.

VTAG is seeking an action plan with tangible outcomes. The strategic positioning of the Plan is too limited, and the outcomes too vague to provide a meaningful basis to hold anyone accountable if the promised outcomes fail to materialise.

This document is not a comprehensive critique of Melbourne's Tram Plan. There are many opportunities where the network can be extended and improved to great effect – most of these proposals are not canvassed in this response. The scope of this response is limited to those initiatives previously supported by the government and to highlight those that should be prioritised for immediate action for reasons that will be addressed in the following sections.

Tram network

Melbourne has undergone significant change since 1981, when urban consolidation first became an objective of Melbourne's planning scheme 1. Over the last two decades (2001-2021), the inner city's population has grown by 160%, significantly outpacing metropolitan Melbourne's overall growth of 46%. Yet, beyond the introduction of larger trams, there has been little change to the level of service or extent of the tram network during this period¹.

Urban consolidation is occurring broadly throughout the area defined by the tram network, but more rapid development is needed. The government has recognised Victoria is experiencing a housing crisis with latent demand exceeding supply. The Victorian Housing Statement² expresses the challenge in these terms:

The status quo isn't an option. If we don't act now, Victoria will end up falling short – by more than 25,000 homes each year over the next ten years. That means more house prices skyrocketing, more families priced out of the market, and more competition for rental properties.

It all comes back to supply. It's a simple reality: as a country, we need to do more to build enough houses for all of the people who need them. Because it's only when there are enough homes to go around that more people will be able to afford them.

Part of the solution to this crisis is encouraging development in designated urban renewal areas, such as Fishermans Bend and Arden. These brownfield areas allow development to proceed without the usual objections from a pre-existing population. By necessity, this development must be transit-oriented – there is little demand for higher-density housing without access to good public transport. Yet the Government has failed to provide the expected public transport infrastructure for these priority development areas on the CBD periphery.

The following sections discuss the tram projects needed to accelerate urban consolidation and improve accessibility throughout the inner and central city areas. The first section details projects previously announced but are not documented in the current plan. The second section discusses the network changes that should occur when Melbourne Metro 1 (MM1) opens. The third section discusses other changes that warrant detailed examination and, if appropriate, endorsement as a guide for other city plans.

¹ A detailed analysis of the land use and transit changes associated with urban consolidation can be found here: Tracking the Development of High-Density Housing Against Transit Service Provision: 19-Year Longitudinal Analysis in Melbourne, Australia, C. De Gruyter; S. Pemberton; E. Keys. TRB 2024.

² Victoria's Housing Statement, The Decade Ahead. 2024-2024. State of Victoria, Department of Premier and Cabinet. **VTAG Melbourne's Tram Plan Response (May 2024)**

A. Acknowledging Existing Commitments

The Plan acknowledges the interconnection between urban renewal and tram network improvements. Yet, it fails to acknowledge existing commitments made by this government (Table 1). At best, this is an oversight that should be quickly corrected. At worst, this is an announcement by omission that these previously proposed projects have been abandoned. There may be good reasons for abandoning some or even all these previous proposals, but abandoning these projects without justification raises questions about whether any weight should be placed on the Plan beyond being an exercise in being seen to be doing something.

1. VTAG recommends that the Government confirms its commitment to the projects listed in Table 1 and provides indicative timeframes for completion.

Table 1: Current Tram Proposals

Proposal	Reference
Turner St, Fishermans Bend (Northern Link)	Fishermans Bend Framework 2018, Victoria's Infrastructure Strategy 2021-2051 Victoria's Infrastructure Plan 2021
Plummer St, Fishermans Bend (Southern Link)	Fishermans Bend Framework 2018, Victoria's Infrastructure Strategy 2021-2051 Victoria's Infrastructure Plan 2021
Spencer St Extension to Arden	West Melbourne Structure Plan 2018, Victoria's Infrastructure Strategy 2021-2051
Dynon Rd extension to Footscray	West Melbourne Structure Plan 2018, Victoria's Infrastructure Strategy 2021-2051
Toorak Rd/Domain Rd realignment	Melbourne Metro Business Case 2016
Caulfield to Rowville	Premier of Victoria, Media Release, 10 April 2018
Diversion of Swanston St routes to William St	Victoria's Infrastructure Strategy 2021-2051
Extend trams into the former Maribyrnong defence site	Victoria's Infrastructure Strategy 2021-2051

The development of **Fishermans Bend and Arden depends on providing new tram routes**. The planning for each area is premised on the availability of new tram services to integrate these new communities with the surrounding urban area, including access to employment opportunities within the CBD. The omission of these previous proposals for **new tram routes** undermines investor confidence that the infrastructure needed to support new residential development will be provided. The rapid roll-out of these tram projects is one way for the Government to meet its objective of creating "800,000 homes in Victoria over the next decade"³. The plans for Arden and Fishermans Bend alone can deliver homes for 100,000 people.

³ Victoria Housing Strategy, The Decade Ahead 2024-2034.

The proposed **tram line along Spencer St and Dynon Roads**, connecting Footscray to West Melbourne and Melbourne has new significance with the construction of the new tram depot at Maidstone (concern of Williamson and Hamstead Roads). The extension of Route 82 into the city would create additional benefits from the state's investment in New Generation trams and further encourage residential development in and around Footscray and West Melbourne, including the former defence site at Maribyrnong.

The **extension of trams into the Maribyrnong former Defence Site** was recommended as part of Victoria's Infrastructure Strategy. Yet, this proposal doesn't appear in any endorsed plans for this urban renewal site. This is an example of an existing proposal where the new plan could provide some greater clarity over its status. The site has enormous potential, but without a high-capacity, frequent public transport service, this potential cannot be realised since there is no physical capacity to serve it via the road network.

The government announced in 2018 that they would proceed with a new **light rail route from Caulfield Station to Rowville**. This project complements the Suburban Rail Loop (SRL), but the location of the new Monash station raises questions about the proposed route. VTAG notes the SRL has made no provision for this new route. Yet, the need for improved transit for the people living in the Caulfield/Rowville corridor remains unchanged, notwithstanding the SRL. Again, the plan should clarify whether this previous commitment is still current and, if so, how it has been modified in light of the SRL.

The plan's lack of detail further fuels uncertainty over whether the Route 58 route change from Domain Rd to Toorak will be made permanent⁴. The government originally proposed this network change as part of the scope of work for MM1, yet media reports indicate that the Government is now reconsidering it. Any change will have implications for other tram network changes that might be contemplated as part of the MM1 project, discussed below.

B. Melbourne Metro Changes

The Plan highlights the critical nexus between the MM1 and the tram network. The MM1 project creates the opportunity to redistribute tram services through the inner city better to align with the city's development that has occurred since the opening of the underground rail loop in the 1980s. MM1 is due to open in 2025, leaving little time to plan and implement these network changes. VTAG is concerned that if the government fails to progress these changes, including several new track connections, the nexus between the MM1 project and these network changes and the associated benefits will be lost.

2. VTAG recommends redirection of routes 3, 5 and 12 (as shown in Table 2) for introduction with the opening of MM1 to improve the distribution of tram services through the central area.

Table 2: Melbourne Metro Complementary Tram Changes

Route	Proposal
Route 3	Re-route to William St
Route 5	Re-route to Spencer St (requires Park St connection)
Route 12	Operate permanently via Latrobe and Spencer St

C. Other Changes and Extensions

VTAG welcomes the recent announcement⁴ of new tram infrastructure along Victoria St, which will provide a new east/west service along the northern boundary of the CBD. Yet this announcement further highlights the Plan's shortcomings as it does not mention this project or the network changes that are to follow.

VTAG notes that these new works will enable at least two network enhancements, as detailed in Table 3.

Table 3: Other CBD and Inner Area Tram Route Enhancements

Route	Proposal
Route 67	Re-route to Victoria and Abbotsford Streets. (requires Victoria St direct connection at Victoria Market and Abbotsford St direct connection to Royal Childrens Hospital turnback.)
Route 78	Extend from North Richmond to Arden Station via Victoria and Abbotsford Streets. (Requires completion of tram "missing link" in Victoria St between Latrobe and Swanston Streets).

The above changes will provide significant passenger benefits. Route 67 diversion (presently terminates at Melbourne University in Swanston St) to Victoria St at the City Baths provides a direct connection from Swanston St and St Kilda Rd routes to North Melbourne and Royal Childrens Hospital.

Route 78 extension from its present North Richmond terminus provides a direct linkage from the job-rich areas of Cremorne, Victoria Parade and St Vincents Plaza medical precinct across the north side of the CBD to Queen Victoria Market, North Melbourne and Arden Station.

Over the years, there have been calls for other tram extensions and network changes. VTAG is aware, for example, of the Rail Futures Institute's study of the tram network and the numerous proposals arising in local government and other area-based plans. These proposals broadly fall into three main categories for improvement:

⁴ Swanston and Victoria streets precinct upgrade. February 2024. Public Transport Victoria.

1. Enhanced network integration. There are many examples where tram routes terminate short of existing railway stations. A program of short network extensions would greatly enhance the connectivity between the light and heavy rail systems.
2. Supporting urban renewal. Numerous urban renewal opportunities exist that, if combined with a tram extension, could proceed as transit-oriented developments.
3. Network enhancement. Numerous proposals exist to better align the tram network with urban development over the last fifty years.

Each proposal requires assessing the network change within the context of the urban development outcomes sought in each case consistent with planning integration principles and the Transport Integration Act 2010. Following an initial assessment, projects deemed appropriate for Melbourne's needs should then be formalised in an appropriate planning instrument (for example, a structure plan or through an amendment to the PPTN) as a future tram route. This would allow other parties to plan other developments and projects in an integrated way.

The Plan states that network extensions should support strategic planning policies including the seven national employment and innovation clusters (NEICs) identified in Plan Melbourne. The Parkville NEIC is currently served by trams and will directly benefit from the opening of MM1. New tram routes have been proposed to support the Fishermans Bend and Monash NEICs as discussed. The remaining four NEICs are not served by the current tram network, nor are there current plans for this to change.

The suburban NEICs (Werribee, Sunshine, La Trobe and Dandenong) and their associated rail stations, bus interchanges and key destinations are therefore opportunities to develop new catchments for LRT-style services, using existing technology or new technology such as the trackless trams which have been trailed in Perth and elsewhere. New networks designed to serve these suburban NEICs could draw on the patterns of connectivity evident in the CBD and inner suburbs of Melbourne in terms of their service intensity and distribution, rather than focusing on connecting suburban centres together.

- 3. VTAG recommends that Infrastructure Victoria undertake the specific planning process as part of the next state infrastructure plan to canvas a range of possible tram network enhancements.**

Tram Stops



VTAG is concerned that the rollout of universally accessible, level access stops has effectively stalled. Currently, only 28% of stops meet accessibility standards. The Department had a legal requirement under the Disability Discrimination Act (1992) for all stops to be fully accessible by the end of 2022. The Auditor General reported in 2020 that the Department was unlikely to meet this requirement by 2023 and that, based on the current upgrade rate, the network is unlikely to be fully accessible until 2066 – over 70 years after the accessibility

standards became a mandated requirement.

Progress is being made in upgrading the tram fleet to modern, accessible vehicles. The first low-floor trams were introduced in 2001 – more than 20 years ago. Today, low-floor trams comprise approximately 38% of the fleet, increasing to 75% following delivery of the 100 Next Generation Trams. An additional 145 vehicles are required for the whole fleet (excluding heritage trams) to meet the current accessibility requirements. In VTAG's estimation, the Government will be forced to replace the balance of the older vehicles with modern equivalents as a direct follow-on from the delivery of the 100 G class trams. These older, non-conforming vehicles will be increasingly difficult to maintain and fail to meet community expectations. The absence of a comprehensive fleet strategy is yet another shortcoming of the Plan.

While progress is being made to renew the fleet, there has yet to be a plan to upgrade tram stops. The Department recently reported⁵ that there are currently 460 level access stops – the same number reported in 2020 as part of the Auditor General's review. There has been no material increase in the number of accessible stops over the last four years, nor is there any current plan to roll out new stops.

Today, 20 years after the first low-floor tram entered service, only Route 96 is nearly fully accessible (there is one stop without level access). PTV advises that Routes 11, 19 and 109 usually operate with low-floor trams, but less than half the stops along these allow access. Other tram routes (such as Routes 5, 6, 16, 48, 58, 72 and 86) operate with a mixture of newer and older trams, with only 25% of the stops allowing access.

Based on current trends, Melbourne is on track to have a fleet of modern, accessible vehicles within the foreseeable future. Yet, given the lack of progress, there is no

⁵ Email from the department 23/1/2024.

confidence that these vehicles will be paired with the level access stops needed to create an accessible service.

The Plan has proposed an innovative approach to upgrading stops. Previously, funding was for level access stops at key locations and implemented stop-by-stop. This scheme has been replaced by a corridor approach, where groups of about sixteen stops will be upgraded together.

VTAG understands that the Department of Transport and Planning is now planning to build new accessible stops in Footscray/Maribyrnong, Thornbury/Northcote, Fitzroy/Collingwood, and around the CBD. There is no program for the remainder of the network.

Off track: the struggle for people with disabilities on Melbourne's tram network

Disability advocate says there is 'no political will' to make accessibility upgrades as Brunswick residents plan rally

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📍 Brunswick resident Christian Astourian on Sydney Road. He has helped organise a rally to mark the start of transport equity week and call for accessible tram stops in the area. Photograph: Nadir Kinani/The Guardian

The lack of political will to modernise tram stops has seen the upgrade of stops stalled leaving many people without access to tram services.

(Source: The Guardian 15 Sept 2023)

Given the urgent need to accelerate the roll-out of stop upgrades, **VTAG urges the Government to revise the assessment for selection of stops to be upgraded to level access to include the practical considerations of technical feasibility and constructability to ensure that as many stops as possible are delivered as a matter of priority.**

VTAG notes that Melbourne's network has a much higher density of stops than is found on comparable networks, and therefore, some rationalisation of stops is appropriate. Furthermore, the rationalisation of stops, together with the construction of level access platforms, provides the opportunity for additional on-road priority measures as discussed later in this submission.

An Energy Efficient Network

VTAG commends the Government for powering the existing tram network with 100% renewable energy.



We encourage the Government to recognise that trams, and public transport more generally, are more energy-efficient than private and shared motor vehicles. Therefore, the energy efficiency of the transport sector is improved by encouraging a shift in travel to public transport away from personal and shared cars. Making the tram service as attractive and accessible as possible is, therefore, an important task.

A key aspect of achieving mode shift is to ensure the integration of tram stop rationalisation with stop design and adjacent streetscape design, co-ordinated with the work of local authority urban design work to upgrade the walkable catchments around tram stops.

Renewing Our Fleet and Infrastructure



The Plan needs to provide a clear path for modernising the tram fleet. The next tranche of vehicles that will replace the oldest vehicles in the fleet is mentioned, but details need to be provided about how and when all older Z-Class and A-Class trams will be replaced.

The Next Generation Tram project will introduce 100 G-Class trams into service starting in 2025. The Plan notes that these new vehicles will replace “some” aging high-floor trams. Assuming these new trams will replace old trams on a one-for-one basis, by 2029, the fleet will comprise 300 low-floor trams, 213 high-floor trams (Z-Class, A-Class, and B-Class), and

13 heritage (W-Class) trams. By 2029, most high-floor trams will be over 35 years old and not meet current accessibility standards.

The Auditor General has previously reported⁶ on the department's failure to meet its legal obligation to ensure all tram stops meet accessibility standards by 31st December 2022. The Plan, as it stands, will also see the Department miss the 2032 legal requirement to ensure a fully accessible tram service. There is an urgent need to plan to replace the remaining Z-Class, A-Class and B-Class trams. By 2029, all these vehicles will be operating beyond their design life, and none meet current disability standards.

Table 4 - Melbourne's Tram Fleet (Current and Planned)

Class	Capacity	Low Floor	Introduced	Quantity
G	150	Yes	2025 (Planned)	100
E	210	Yes	2013	100
D2	140	Yes	2004	21
D1	90	Yes	2002	38
C2	180	Yes	2005	5
C1	120	Yes	2001	36
B2	110	No	1988	130
A	65	No	1984	69
Z3	70	No	1975	114
W8	75	No	1951	13
			Total Fleet	526
			Total Low Floor Fleet	300

Source: <https://yarratrams.com.au/our-fleet-today>, Melbourne's Tram Plan

⁶ Victorian Auditor-General's Office, Accessibility of Tram Services, October 2020
VTAG Melbourne's Tram Plan Response (May 2024)

Improving Tram Performance

VTAG welcomes Melbourne's Tram Plan objective to "improve journey times and deliver faster, more reliable tram travel for passengers". Yet, in a serious omission, the Plan provides no detail of what will be done and when.

A passenger's journey time from point A to B comprises five key elements:

- Access time – the time needed to access the entry tram stop from the journey origin, Point A.
- Wait time – the time spent waiting for the tram to arrive at the stop.
- In-vehicle time – the time spent on the vehicle between entry and exit.
- Egress time – the time needed to access the final destination, Point B, from the exit stop.
- Transfer time – the time spent transferring between stops and the additional wait time.

Pragmatically, there are limited opportunities for significant change in access and egress times. These times are governed by physical geography, the interplay between established land uses and the tram network. VTAG recognises the rationalisation of stops as platform stops are rolled out, which may increase access and egress time. This can be offset, to some extent, by tram and platform design and a reduction of in-vehicle time due to less frequent stops. Overall, if the rationalisation is well planned, the accessibility will improve, and overall performance will also improve.

Melbourne's Tram Plan focuses on giving tram services "more green light time" to speed the trams to reduce in-vehicle time, and to deliver more reliable tram services, reducing unexpected wait time. Currently, Melbourne's tram network, the world's largest, is one of the slowest in the world, notwithstanding the introduction of modern trams. Yet the Plan lacks any specifics of how this problem will be tackled.

VTAG recommends expanding the corridor-based approach for stop upgrades to include a corridor-wide implementation of traffic priority. Coordinating the introduction of new level access stops with the introduction of separation kerbs and priority traffic signals would increase efficiency. At minimum, a dedicated program is needed to materially improve trams' on-road performance and reduce the in-vehicle time component of the overall journey time.

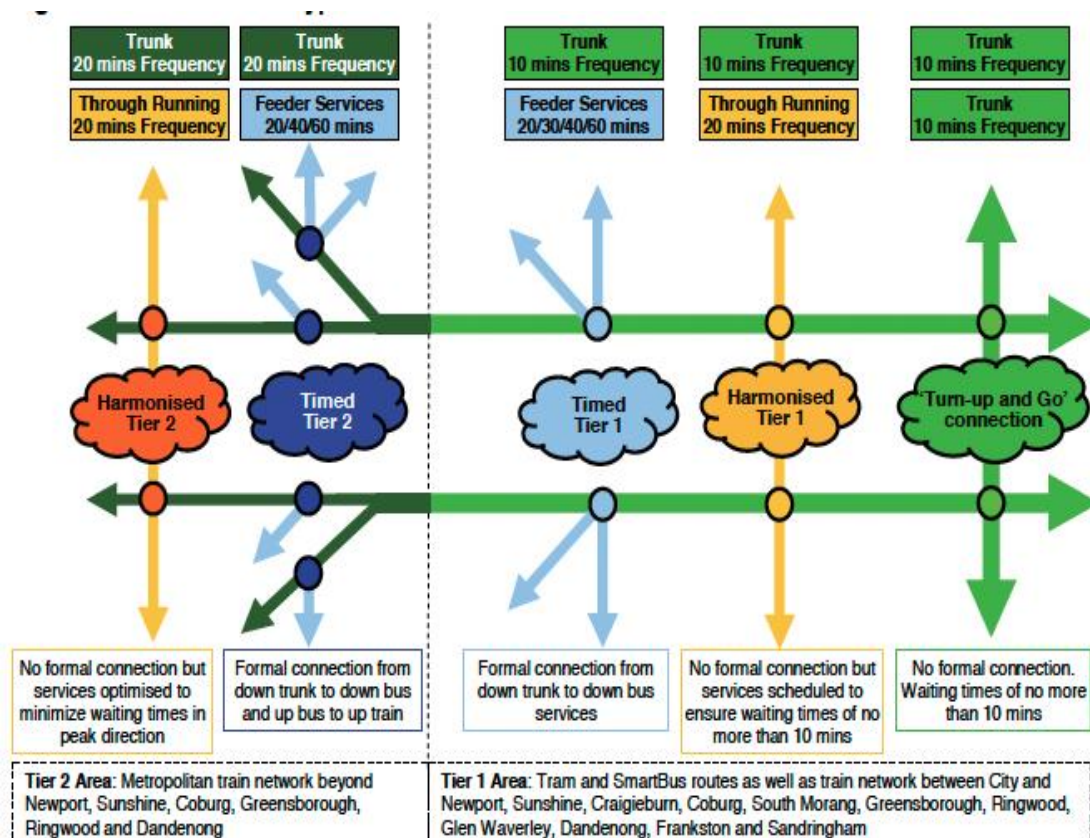
The greatest opportunity to improve tram performance quickly and cheaply is to increase service frequency to reduce wait time. Furthermore, the harmonisation of tram, train and bus service frequencies offers great potential to further reduce journey times for two or more public transport trips in one journey. The Plan does not mention multimodal integration as part of an overall strategy for improving public transport performance.

Public transport modal coordination is not a new concept. The Department's own Network Development Plan (NDP) prepared in 2012 gave detailed consideration "to protecting and enhancing multi-modal service options and recognising the interrelationships between all public transport modes" (p. 26). VTAG notes that in a regressive step, such considerations have been omitted from the recently released bus and tram plans. It is worth re-iterating some of the key points from the earlier train plan.

Approximately a quarter of tram journey journeys involve another public transport trip. Train/tram accounts for 18% of tram trips, tram/tram 10% and tram/bus another 6%. These proportions must grow as Melbourne intensifies and overall public transport mode share increases consistent with the ambitions of Plan Melbourne.

The NDP proposed an "integrated service planning and coordination framework" as the most efficient way to improve service levels across a dispersed travel market. In essence, this framework proposed a harmonised set of service frequencies to ensure timetable coordination across all modes. The integrated service is shown in Figure 1 taken from the NDP published in 2012.

Figure 1: Connection types (taken from Network Development Plan, p. 32)



Melbourne’s tram network fails to meet the service level required to ensure modal coordination for many periods of the day. Most routes only meet Tier 1 service levels during peak hours.

Furthermore, Melbourne tram service levels compare poorly with the service levels provided on new light rail systems now operating throughout Australia, as shown in Table 5. Most of these new systems provide a maximum headway of 15 mins compared to 30 mins for Melbourne. Adelaide, the second worst example, provides a maximum headway of 20 mins.

Table 5 – Maximum Headways Across Australian Light Rail Systems

City	Route	Maximum Headway (mins)
Melbourne	Route 96	30
Adelaide	Glenelg	20
Sydney	L1 (Dulwich Hill)	15
Newcastle	NLR	15
Canberra		15
Gold Coast		15

VTAG urges the Government to adopt 15mins, or at least 20 mins, as the maximum headway for all Melbourne tram routes. This will align Melbourne with service levels in other Australian cities and regional centres.

Improving Passenger Experience



Melbourne's Tram Plan offers no specific initiatives to improve tram customer experience. This further demonstrates the weakness of this document.

VTAG notes that trams are part of an integrated public transport service. Much of the customer experience is determined by system-wide functions such as trip planning, passenger information, wayfinding, fares and ticketing, and the

provision of a safe and secure environment.

Aspects of service that are mode-specific, include facilities provided at stops and on-board vehicles. The most urgent matters facing customers are barriers associated with the lack of level access, discussed earlier in this document. The provision of real-time information, next-stop information has been greatly improved with the introduction of upgraded stops and new vehicles. Yet there are still many opportunities for low-cost improvements that are commonly found in world best transport systems including:

- Better stop facilities:
 - Locality maps (showing key local destinations and other public transport services within a 400 or 800m walk; multi-modal public transport network maps that enable customers to make network-based route choices – good examples of these are the maps used at London bus stops)
 - Assistance/emergency buttons
 - Wi-fi
 - Charging ports
 - Seating
 - Weather protection
 - Good night-time lighting
 - Payment facilities
- On-board facilities
 - Assistance/emergency buttons
 - Wi-fi

VTAG reiterates concern with the free tram zone. This initiative works against many of the aims of Melbourne's Tram Plan. We share Infrastructure Victoria's concern that "expanding the free tram zone will lower network performance and reduce equity"⁷.

⁷ Inquiry into Expanding Melbourne's Free Tram Zone - Infrastructure Victoria Submission, December 2019
VTAG Melbourne's Tram Plan Response (May 2024)

Conclusion

Melbourne's Tram Plan is a welcome document and an acknowledgment by the government of the importance of Melbourne's trams to our city. Many cities once abandoned Trams, much to those cities' regret. Melbourne not only retained its tram network but expanded it. As an acknowledgement, the Plan is an essential start to an overdue discussion.

Yet the Plan fails to meet the basic requirements VTAG would expect to see in a plan intended as a road map to drive significant improvement needed. The Plan offers a limited assessment of the current situation, such as the lack of level access stops, the aging tram fleet, deteriorating infrastructure and the need for on-road priority. This compromises the credibility of the more aspirational elements of the plan about the longer-term and broader scale potential of trams for accessibility transformations of Melbourne's central, inner, and critical middle suburban employment clusters. More particularly, the Plan is silent on many of the previous initiatives announced by the Government, raising more questions than it answers.

The plan nods to what might be found in modern tram systems, as seen in Sydney, Canberra, Adelaide, and the Gold Coast. These new systems demonstrate the qualities of modern light rail. Melbourne's trams may be iconic, but the system is old, tired, slow, and inaccessible despite recent investment in new vehicles.

VTAG embraces the Plan as an invitation to engage with the Department on the next steps for transforming the system into an accessible and efficient service. A service that will further encourage urban consolidation and provide an attractive alternative to less efficient and less sustainable forms of travel.

VTAG will seek regular meetings with the Department to ensure every effort is made to create a plan worthy of the name.

Victorian Transport Action Group

This submission is made by the Victorian Transport Action Group (VTAG), an independent forum focused on solutions to Victoria's transport challenges.

Members of VTAG have expertise across passenger and freight transport, urban and regional planning, State and Local Government, I.T. and the environment, engineering, architecture, and urban design.

Australia is facing a climate crisis. VTAG advocates for policies and projects that demonstrate meaningful reductions in emissions and prepares Victoria for a low-carbon future.

VTAG

VICTORIAN TRANSPORT ACTION GROUP

Email: info@victransport.com.au Facebook: www.facebook.com/victoriantransportactiongroup

Eastern Transport Coalition

6th July 2024

By email to: info@etc.org.au

Re: VTAG's paper: Increasing Melbourne's Service Frequency – The cost-effective path to world-class public transport

Please find attached for your information and consideration the Victorian Transport Action Group's most recent publication: *Increasing Melbourne's Service Frequency – The cost-effective path to world-class public transport*.

Please feel free to forward this paper to your members.

VTAG is sharing this paper with your organisation because of our shared interest in improvements to the public transport network, improvements that would result in world class public transport for Melbourne.

Of the many ways that could be used to improve public transport, the one with the greatest potential to transform travel for people is **improved service frequency across all modes**. It offers greater certainty, convenience and reduced reliance on private vehicles, with the benefits of reducing the cost-of-living, greater transport choice and patronage growth.

This paper examines Melbourne's existing network and service conditions with emphasis on the current inequality within modes and throughout the week. It identifies the prevalence and user experiences at different levels of service from over 60 minutes to as low as 5 minutes. Opportunities exist to tap 'low hanging fruit' to make improvements at minimal cost.

Whilst acknowledging the problems, this paper also offers solutions and the following recommendations:

1. Over the next decade, the Victorian Government should put in place a major program which mirrors its successful staged approach to Level Crossing Removals, by committing to a staged upgrade of Public Transport service frequencies across Melbourne.

2. Moving towards a multimodal hierarchy of service frequencies could be done at key times such as planning for the Metro Tunnel train timetables, Greenfields reviews of metropolitan rail timetables, Bus network reform and a staged program to reduce maximum waits for service completeness.
3. Budgets should be available for communicating to the public whenever service improvements happen.

We would welcome your comments on the issues raised in this paper and look forward to an opportunity to discuss these solutions with you and your organisation.

Yours sincerely

A handwritten signature in blue ink, reading "Glenyys Romanes".

Glenyys Romanes AM
Chair,
Victorian Transport Action Group.

Attachment: VTAG - Increasing Melbourne's Service Frequency

VTAG VICTORIAN TRANSPORT ACTION GROUP

Email: info@victransport.com.au Facebook: www.facebook.com/victoriantransportactiongroup



Increasing Melbourne's Service Frequency

The cost-effective path to world-class public transport

June 2024

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Increasing Melbourne's Service Frequency

The cost-effective path to world-class public transport

Executive Summary

Service Frequency is a key component of significantly improving public transport services in metropolitan Melbourne across all modes.

Other components include rail and tram extensions, busways, grade separations and the transition to zero emission buses. All are worthy. However, out of the many ways that public transport can be compared across cities, it is service frequency where Melbourne's performance rates lowest relative to networks in comparable cities (including Sydney). Also when considered against other potential improvements, better all-day frequency can be delivered most rapidly, at low cost and without disruption.

Making services convenient by reducing waiting time is also the one that will have the highest recognition factor for Melburnians as it can transform their journeys to work, to school, health and other services - directly impacting upon their lives.

The transformative impact is considerable and further intensified when the cost of living is front of mind, especially where buying, financing and running a motor vehicle, with its inherent problems of cost, pollution and congestion is the only practical means of transport. The annual cost of running a vehicle (including registration, insurance, fuel and maintenance) is now reported to be \$15,754. A huge dent in a household's disposable income, amplified when second or more household vehicles are required for families to cover all the demands of work, education and social intercourse.

Having abundant all-week "turn-up-and-go" frequent public transport is what separates cities where public transport is a real choice for the many from those where it is an option only for the few.

Therefore government sponsored actions that reduce the reliance on private vehicles via measures that deliver a frequent viable public transport alternative are vote winners.

This paper examines the existing network and service conditions with emphasis on the current inequality within modes and throughout the week. Further, it identifies the prevalence and user experiences at different levels of service from over 60 minutes to as low as 5 minutes.

Whilst acknowledging the problems, this paper also offers solutions.

- Recommendation 1 - VTAG recommends that the Victorian Government put in place a major program which mirrors its successful staged approach to Level Crossing Removals: it should commit to a staged upgrade of Public Transport service frequencies across Melbourne over the next decade.
- Recommendation 2 - Moving towards a multimodal hierarchy could be done at the following times, Planning for the Metro Tunnel train timetables, Greenfields reviews of metropolitan rail timetables, Bus network reform, Staged program to reduce maximum waits for service completeness.
- Recommendation 3 - Budgets should be available for communicating improved services to the public

It delivers ways and means for increasing service frequency, reflecting passenger need, service completeness connectivity and so on. VTAG looks forward to discussing these solutions with the appropriate decision-makers.

Victorian Transport Action Group

This submission is made by the Victorian Transport Action Group (VTAG), an independent forum focused on solutions to Victoria's transport challenges.

Members of VTAG have expertise across passenger and freight transport, urban and regional planning, State and Local Government, I.T. and the environment, engineering, architecture, and urban design.

Australia is facing a climate and cost of living crisis. VTAG advocates for policies and projects that alleviate high travel costs and demonstrate meaningful reductions in emissions and prepares Victoria for a low-carbon future.

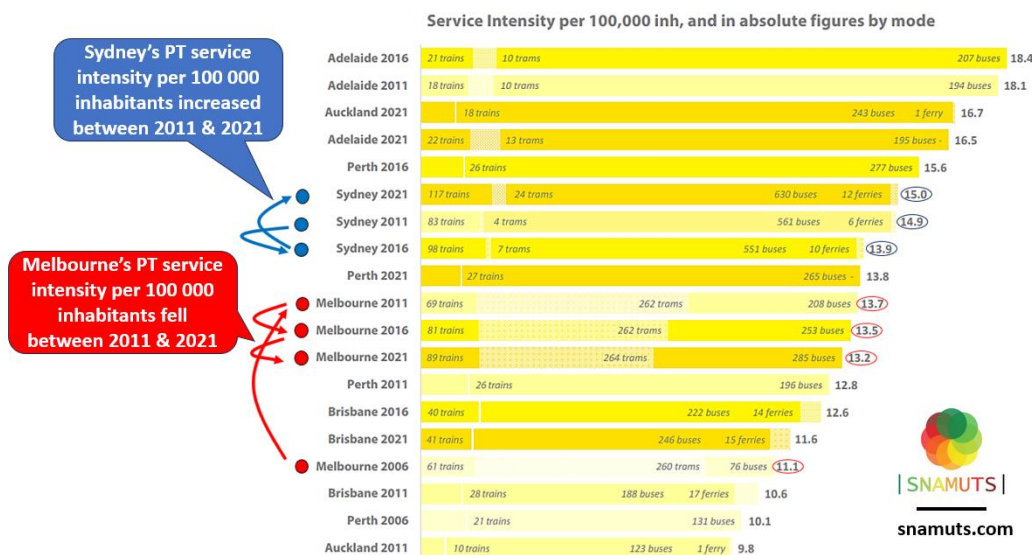
Melbourne's path to world-class public transport

It is commonly viewed within Government that there is no easy way to rapidly deliver the public transport the public wants, at an affordable price.

This paper shows how Melbourne can do so!

With the world's biggest tram network, extensive suburban rail and road grid suitable for efficient bus services, Melbourne should be one of the world's great transit cities reflected in high levels of public transport use. Yet Melbourne's mode share for public transport lags the three largest Canadian cities all comparable in culture, population and urban structure, while having less public transport infrastructure than Melbourne.

Melbourne also significantly trails Sydney, whose metropolitan population it has just surpassed. The table below shows that Melbourne's public transport service per 100 000 inhabitants has fallen since 2011 while Sydney's has risen, increasing service disparity between the two cities. Patronage reflects this, with Sydney's journey to work mode share for public transport in 2016 at 26.4% being 8% higher than Melbourne's at 18.2% (<https://chartingtransport.com/2017/10/24/trends-in-journey-to-work-mode-shares-in-australian-cities-to-2016>). This disparity has since substantially increased approaching 10% with service intensity expansion in Sydney but contraction in Melbourne.



A study of public transport in 65 major world cities was taken as part of the Oliver Wyman Forum's [Urban Mobility Readiness Index](#), which measures how well cities use and maintain their networks. Sydney is ranked 14th while Melbourne ranks at only 29th. The study states "Sydney boasts a strong multimodal transport network, seamlessly connecting bus, train, and ferry," adding that the "fully automated metro system ... is one of the world's most innovative transit systems." Further, its first metro line is being doubled in length and two other metro lines are concurrently under construction.

Even smaller cities like Perth have times of the week where trains and buses are far more frequent than Melbourne's.

The critical difference between cities is how they use their transport assets.

The answer is service frequency.

Other cities get better results in urban mobility than Melbourne because they work what they have harder all day, all week. Their 'frequent service all-week approach makes car ownership and use less a necessity. Frequency reinforces a virtuous circle encouraging patronage growth and stimulating economic and cultural activity close to public transport. Having abundant all-week turn-up-and-go public transport is what separates cities where public transport is a real choice for the many from those where it is an option only for the few.

Melbourne can join the frequent transit club too. With few exceptions, Melbourne already has the infrastructure, trains, trams and buses necessary. It is demonstrated around the world that people take advantage of frequent services, walking further to good public transport services, regarding transfers as increasing transit options rather than a penalty. Especially during this housing crisis, cost of living pressures are increasing demands for useful public transport, especially on weekends. Cities of similar if not lower GDP per capita already have extensive frequent networks having placed higher priority on public transport service frequency of service to attract patronage beyond peak services.

A claimed barrier/excuse often raised against increasing frequencies of trams, trains and buses in Melbourne was the city's large number of urban level crossings where modes come into conflict. This is despite the fact that trains were rarely delayed by level crossings, nor were level crossings historically regarded as an impediment to increased train service frequency especially as regards frequencies off-peak or on week-ends. Since 2017, 75 level crossings have been eliminated in Melbourne, as well as two tram/train crossings, and a further 45 level crossings are proposed for removal by 2030. These have improved road traffic flow; but there has been a conspicuous failure to spread benefits to passengers through higher all-day train frequencies and simplified, more frequent bus networks.

Nevertheless, there is now no excuse not to make good on commitments that level crossing removals enable improved public transport service frequencies.

The real barrier has been the absence of political will to add frequent services across the network, for longer each day across all days of the week and weekends.

Backed by a workable staged implementation program, patronage and other benefits set out will flow, these benefits increasing as Melbourne grows. The more useful the public transport network becomes, the more people will choose to use it, and the more this will shape our city in ways aspired under decades of strategic planning.

This paper presents a program to bring Melbourne into the 21st century with an opportunity-expanding 7 day turn-up-and-go public transport network on core routes along with simple and connected timetables on all others.

Benefits of Improved Service Frequency

The benefits of improved public transport service frequency are substantial as set out in this paper. To attract popular support, the range of benefits that service frequency brings should be widely promoted as a low cost way of delivering convenient public transport as compared with costly infrastructure projects. Enhancing service frequency is practical and makes high political sense with major beneficial flow-on impacts across society.

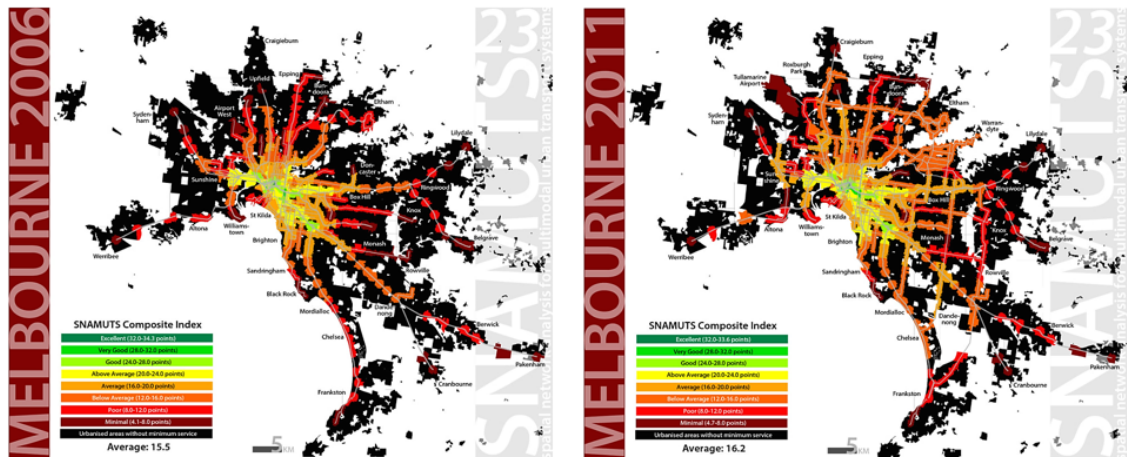
A co-ordinated approach across all transport modes would yield far higher social benefits, cost of living, health, environmental and urban amenity benefits.

Increased Patronage

The primary benefits of enhancing service frequency arise from the increased ridership it induces because the service is better and thus more convenient. Well-targeted frequency improvements contribute to shorter waits, better connections and a more dependable network without unexpected surprises (e.g. early evening finishes or low weekend services) that can strand the casual user and deter would-be regular users.

Public transport operates in a very competitive travel market in which its main competitor is the motor car. In this market, travel mode decisions are most often based on accessibility, safety, convenience, reliability and total journey time. Increasing service frequency addresses most of these directly or indirectly, with the power of this evident from the maps below.

Many middle suburbs gained improved accessibility between 2006 and 2011 thanks to the extension of orbital and Doncaster area SmartBus routes that run more frequently than regular routes. Frequency upgrades on more key routes would spread the gains to even more suburbs, particularly in growth areas.

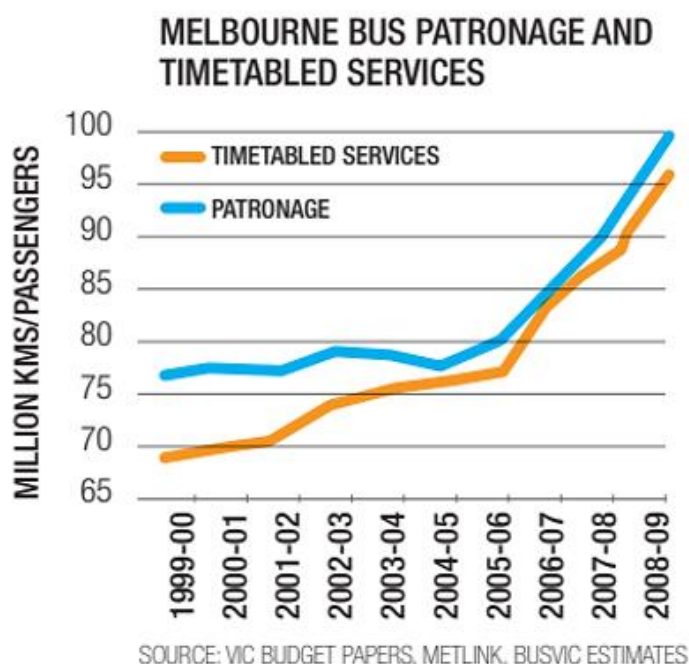


SNAMUTS measures accessibility by public transport. Black areas lack a defined minimum frequency of service (typically every 20 min weekdays, 30 min weekends). More maps available at snamuts.com

The power of service frequency to drive better usage tends to be greatest during off-peak times when opportunities to add services without needing to expand the fleet are greatest. The industry-standard Australian Transport And Planning guidelines indicate that public transport patronage is more responsive to service increases than fare cuts, with greater responsiveness off-peak and when frequencies are lowest (such as weekends and evenings). <https://www.atap.gov.au/sites/default/files/documents/atap-m1-public-transport.pdf>

Local examples or studies showing patronage responding to service frequency increases include:

1. In the three years from 2006, bus service in Melbourne increased by 25%. Patronage growth followed this closely, rising by 26%. See below.



Source: Bus Solutions Issue 1 Nov 2009, BusVic

2. The 2010 ATRF Monash University research paper *Understanding ridership drivers for bus rapid transit systems in Australia* found that service frequency was the factor that had the biggest influence on passenger boardings per route kilometre, with strong results from Melbourne's SmartBus network roll-out.
https://australasiantransportresearchforum.org.au/wp-content/uploads/2022/03/2010_Currie_Delbosc.pdf
3. The 2015 ATRF research paper *Bringing better buses to Brimbank* discusses the good patronage results obtained from a particularly cost-effective bus network reform implemented in 2014
<https://australasiantransportresearchforum.org.au/bringing-better-buses-to-brimbank-implementing-bus-network-reform-in-melbourne/>
4. Other successful instances where patronage has responded well to service increases include the new Point Cook and Wyndham networks of 2013 and 2015, university shuttles including routes like 401 and 601 and the 2023 bus frequency increases for Box Hill, Deakin University, Monash University and Southland.
<https://www.busnews.com.au/victoria-announces-additional-eastern-suburbs-bus-services/>

Reduced Reliance on Private Vehicles

A more frequent and reliable public transport system encourages commuters and other regular urban travellers to opt for public transport instead of private vehicles with many flow-on economic, social and environmental benefits as below. Reducing reliance on private vehicle travel together with these other benefits are key objectives for the transport system enshrined in the State's Transport Integration Act.

Improved Health Outcomes

Increased use of public transport following on from increased frequency means more people walking and cycling to catch public transport leads to better health outcomes for everyone, from children travelling to school to older folks maintaining an active life and greater social engagement through shared travel. Basic regular physical activity and social interaction reduces health costs of people and government.

Environmental Benefits and Reduced Congestion

A well-organised and frequent public transport system can ameliorate traffic congestion by giving people options other than driving. This not only benefits those opting for public transport, but also contributes to a more efficient and sustainable urban mobility system, less polluted, more sociable and safer urban environment. This is recognised in the Committee for Melbourne's report *Course Correction - Reforming Melbourne's buses*. Shown is that a reformed bus network that achieves the same levels of patronage as existing SmartBus services, could reduce over 100 million private vehicle trips annually, or deliver 10% of additional travel demand, in Melbourne by 2030 (Arup), reducing congestion, carbon emissions and road trauma.

Improved Accessibility and Opportunities

The need for reliable, frequent public transport has long been stated as a pillar of social justice. Transport forums, transport academics, social commentators et al, confirm the value to the community of providing transport that meets the demands of people whose opportunities are limited by disability and or their financial situation.

Enhancing service frequency ensures that public transport becomes more accessible to a broader range of individuals. This promotes inclusivity, opportunities and more connected and cohesive communities.

Reduced Travel Time, and Travel Costs

Increased service frequency reduces overall travel time for travellers, making public transport a more time-efficient and cost-effective option. Individuals save money on fuel, other vehicle costs, reduced wear and tear on vehicles and maintenance costs.

Reduced Cost of Living

In outer suburbs poorly served by public transport, 95% of trips are by private car. Families often have to cover the cost of running at least 2 motor cars, some with 4 or more cars depending on numbers of older children in a household. Transport ranks with housing as a major expenditure item contributing to household stress. With good public transport connection and frequency, families can alleviate high travel costs and impact on their cost of living.

Affordable Housing Accessibility

Improved public transport service frequency extends accessibility to areas that may be more affordable but are currently less connected. This not only promotes more equitable access to housing but also more affordable living arrangements without compromising access to essential services and employment.

Added to this, is that publicity for higher frequency services on existing rail and tram lines provides a further rationale for developers to progress adjacent or nearby medium density residential development thus helping to expand housing supply.

Economic Stimulus

An efficient and well-connected public transport system can stimulate economic activities in other ways. Savings on transport costs leaves more disposable income to be reinvested in the local economy. This, in turn, contributes to job creation and enhances the overall economic vitality of communities.

Existing network and service conditions

Melbourne's public transport network comprises:

a. Rail - faster public transport mode: the suburban radial train network typically operates at moderate frequencies during the day and low frequencies at night. V/Line trains to outer suburbs are usually faster (if not held up by metropolitan trains stopping at stations) but

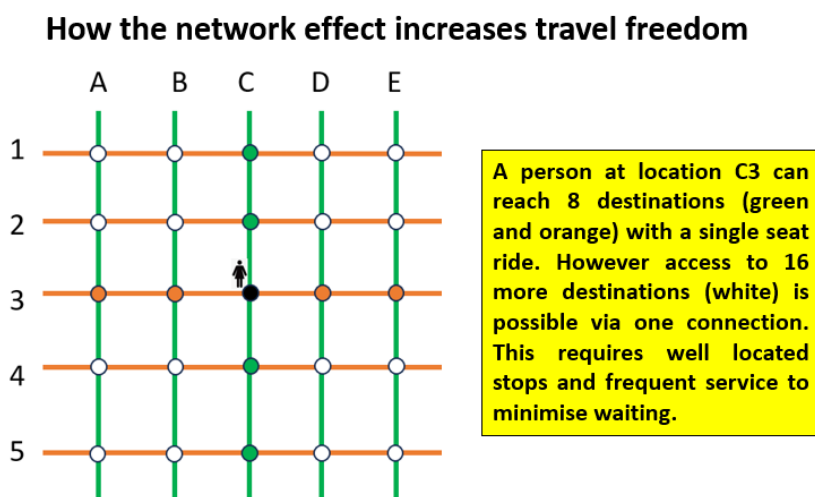
operating hours and frequencies tend to be lower. Despite some recent extensions the reach of rail services is effectively limited to 30% of Melbourne.

b. Trams - frequent but slow: the mostly radial on-road tram network serving many inner suburbs, but the tram service reach is limited to 25% of Melbourne.

c. Wide coverage: the bus network has many cross-suburban and rail feeder routes but only a few are fast or frequent. Bus service frequency is particularly important because for 70-75% of Melburnians beyond the effective reach of trams or trains, bus is the only form of public transport available and provides the glue that ties the entire public transport network together.

While many areas have one positive attribute (e.g. coverage, speed or frequency) in the public transport near them, very few locations have all three attributes required to form a coherent web or network.

While speed and coverage improvements are needed, frequency is the easiest to boost, in many if not most cases, not even requiring fleet expansions. In addition, higher frequency has indirect speed and reliability benefits as waiting times and trip time variability are reduced. These gains are highest when connecting between services, as required for the 'network effect' to act as shown below:

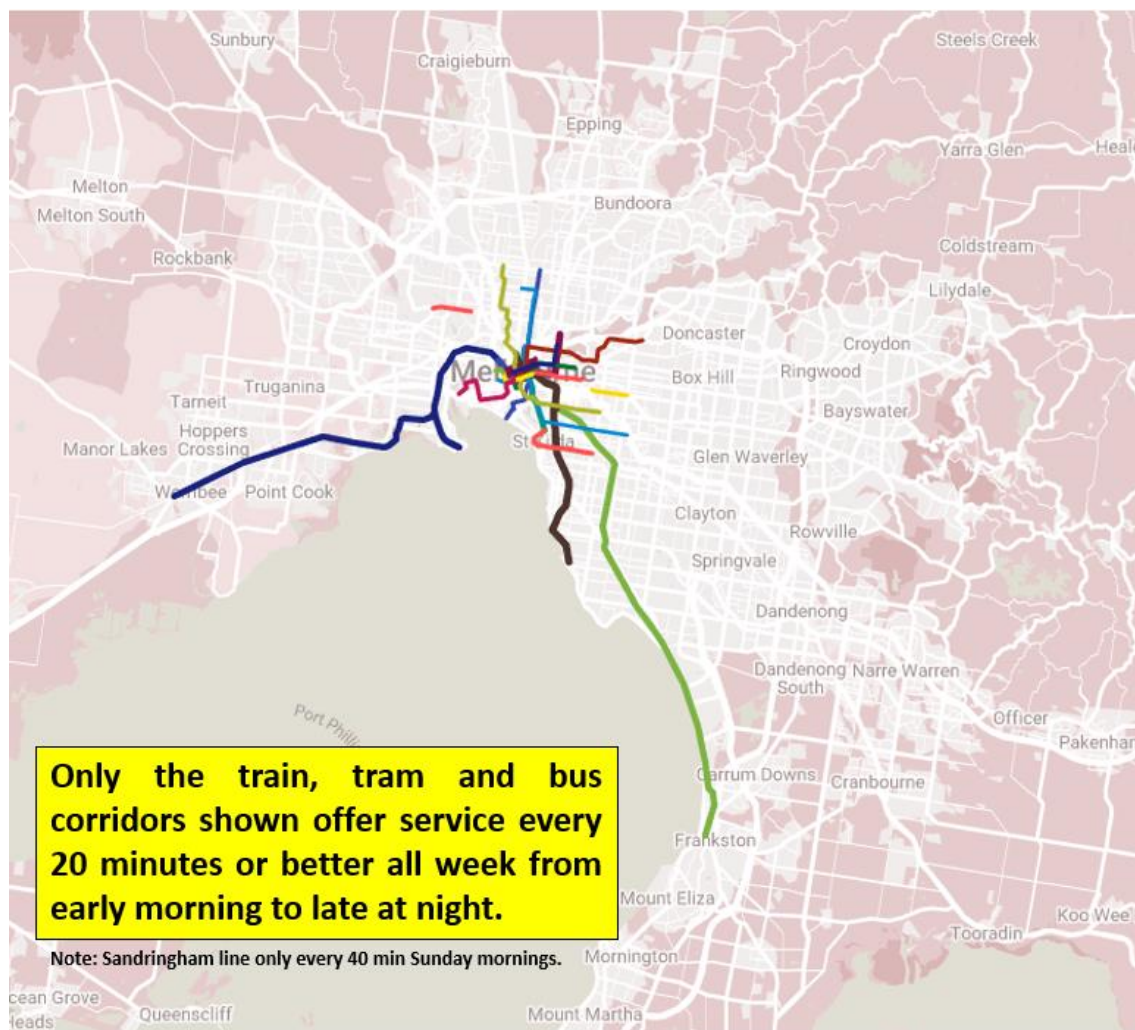


Travel across suburbs and on weekends is most constrained by infrequent service, even though these are the types of trips that have grown fastest post-pandemic. This is largely because many train and bus frequencies were last seriously reviewed 15 to 40 years ago when Melbourne was much smaller and travel patterns were different.

Where is Melbourne's frequent service?

Using the widely accepted definition of frequency being a service every 15 minutes or better, Melbourne does not have an all-week frequent network outside some inner areas fortunate enough to have overlapping lines or routes.

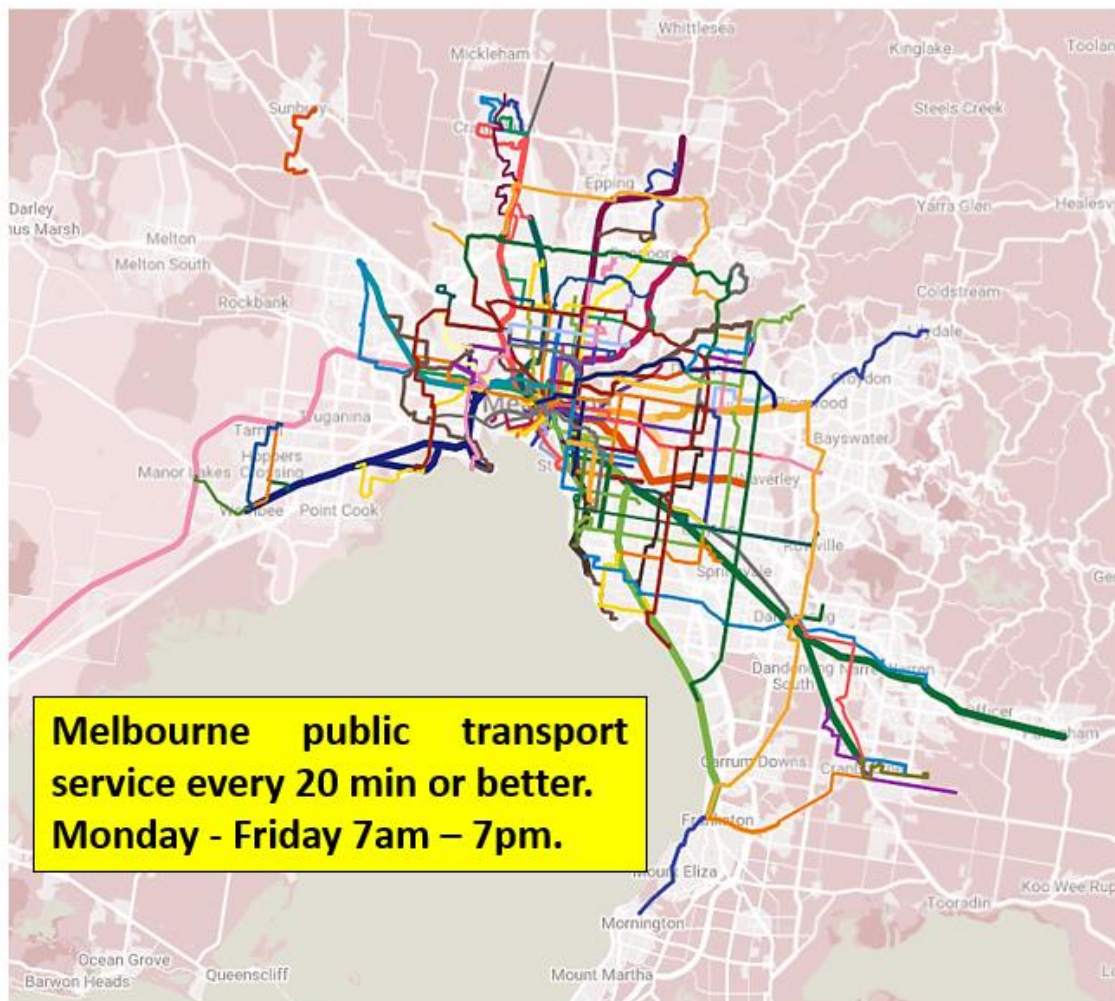
With a lower 20 minute service threshold, the situation improves only slightly, as mapped below:



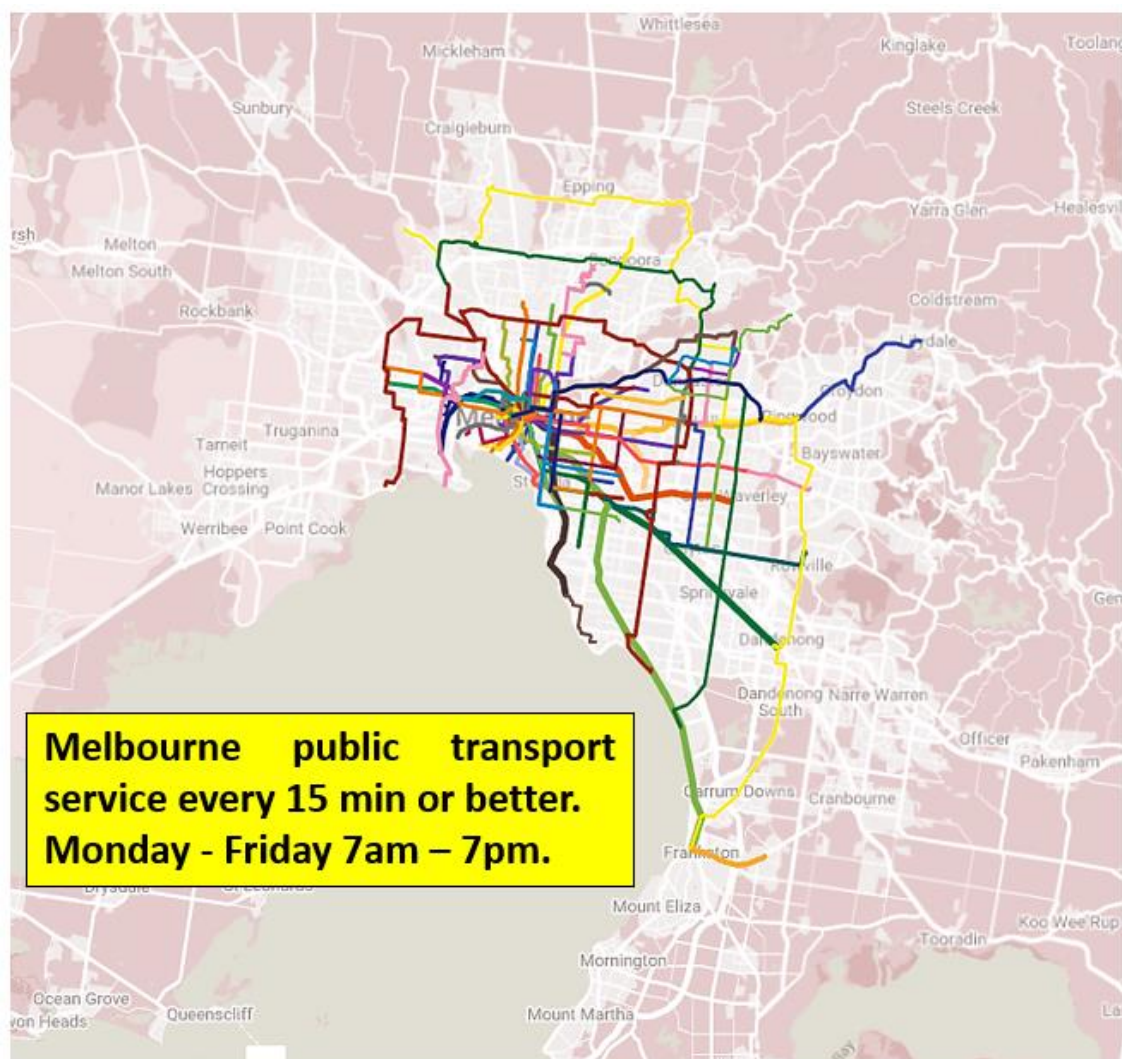
The above map shows the scarcity of all-week frequent service across Melbourne, even at the relaxed standard of 20 minute maximum waits. Key train lines are noticeable by their absence and not even most trams (which are generally more frequent) qualify. Not one individual bus route qualifies, although a very small number of multi-route corridors do. Because almost all frequent routes are radial, suburban connection points, where frequent

routes intersect, are very rare. Thus long waits are the rule rather than the exception, particularly if trying to change between services.

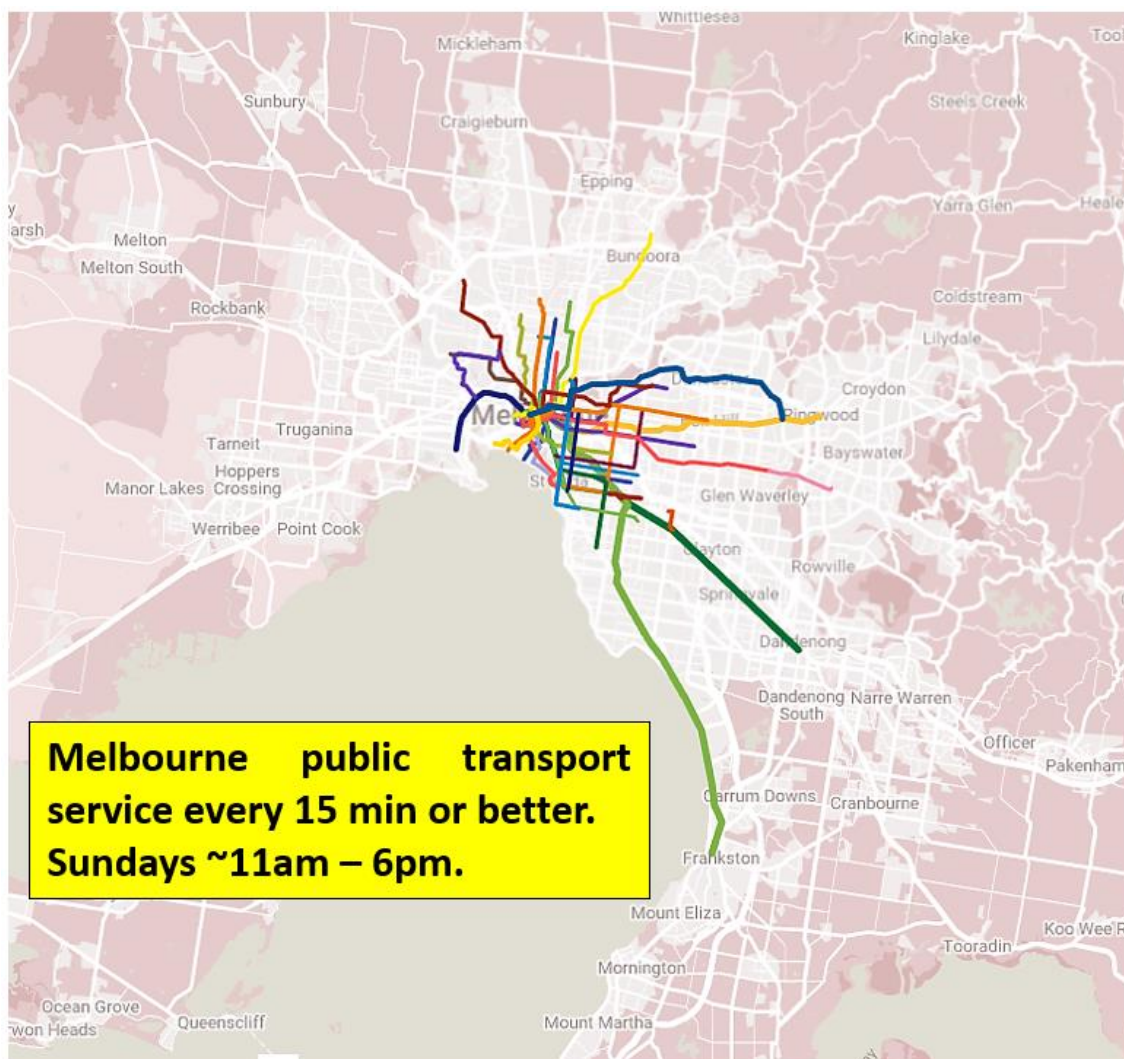
Weekday daytime service is much more abundant. The entire tram network meets the 20 minute maximum wait threshold. So does most of the metropolitan train network, with stations east of Ringwood the major gap. Many more bus routes also qualify, though there remain shortfalls in some areas.



Raising the bar to a more accepted 15 minute wait on weekdays changes the map greatly. Trams are still there but many train lines, particularly in Melbourne's north and west, no longer qualify. Far fewer buses are showing too. The impression is a frequent network that is skewed towards inner and middle-eastern suburbs, with the west and north missing out.



The service bias against the north, west and most outer eastern suburbs continues on weekends. Trams remain but only a few bus routes have weekend frequency. This is despite buses being the sole public transport to many major suburban shopping centres which tend to be busiest on weekends.

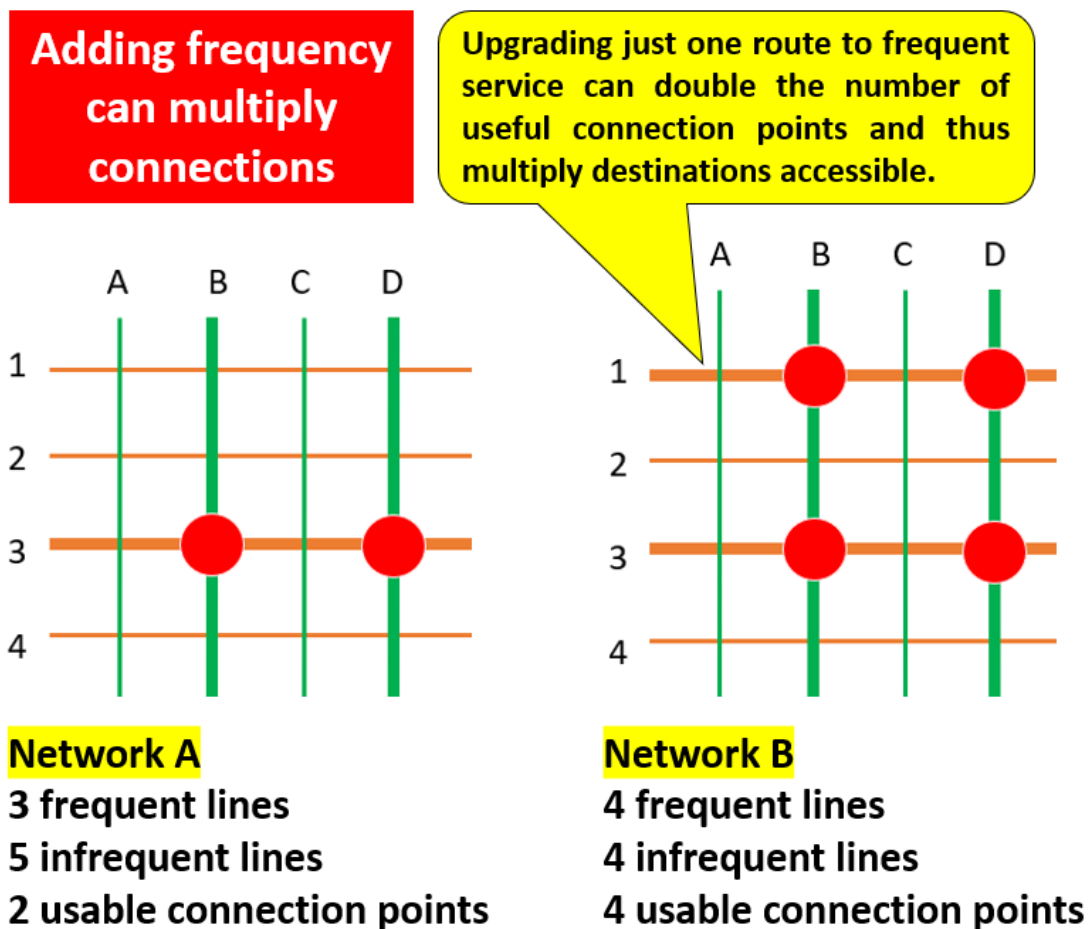


Very notable is that the span of frequent service is limited on weekends. There may be frequent service in one direction but not the other, with Sunday mornings a particular problem area. This is especially an issue for retail and hospitality workers who are typically travelling earlier and later than shoppers.

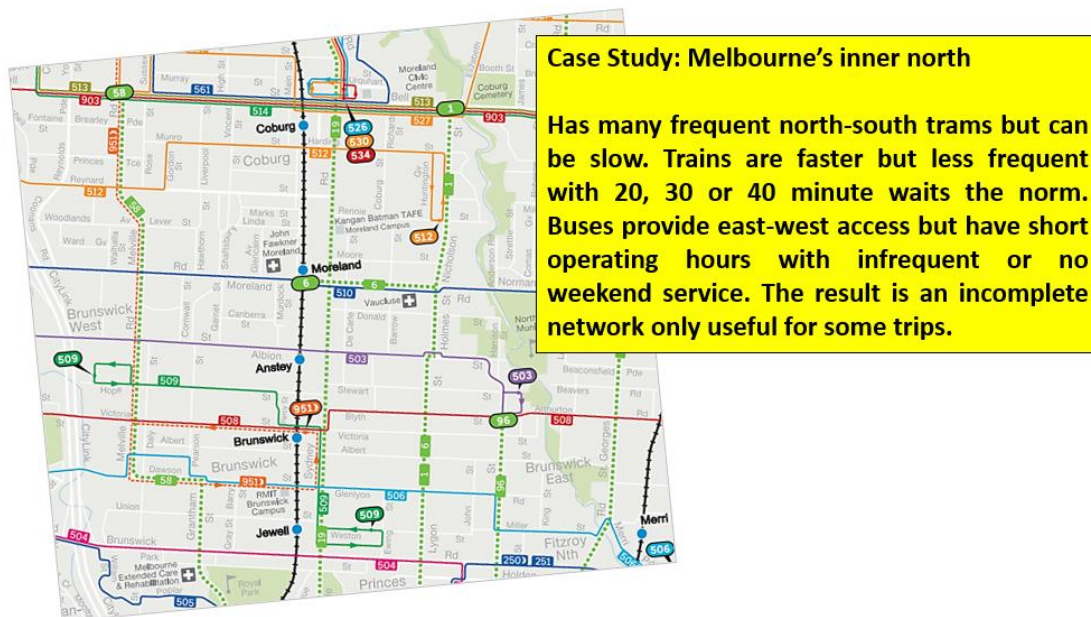
Frequency and the network effect

As important as having more lines operating frequently, is increasing the number of connection points to enable the network effect. Routes may intersect on a map, but easy physical interchange and good frequency (or a timed transfer) are necessary to form a useful connection point.

Particularly encouraging is the disproportionate effect that well-targeted frequency increases can have on network connectivity. The example below starts with three frequent routes, five infrequent routes and two useful connecting points. Upgrading one route to frequent status (which may need only 10-15% more annual service kilometres) doubles the number of useful connecting points, and thus destinations accessible. In this case, it is likely that patronage will rise by a greater extent than the increase in service (i.e. >1 elasticity) due to this network effect.



Opportunities for cost-effective patronage growth are even greater in areas where parallel frequent routes to and from the CBD already exist but there are no consistently frequent cross-routes. The result is that while there are currently no 7 day connection points, only relatively small increases in weekly service kilometres are needed to add them. Notable examples include many middle distance eastern and south-eastern suburbs and much of the tram-rich inner north, as illustrated below.

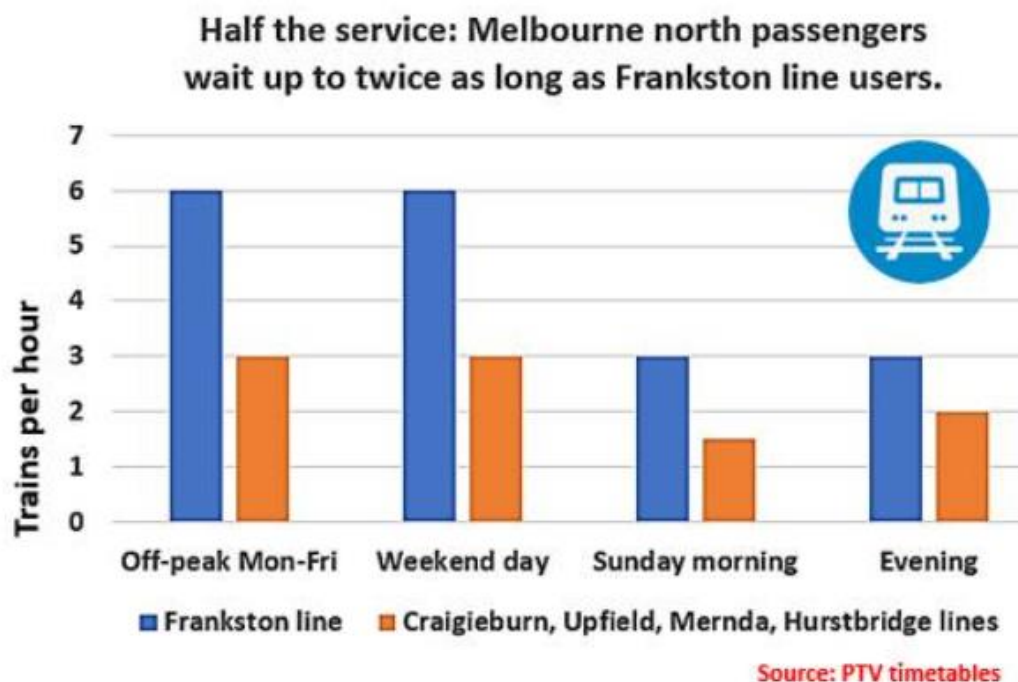


In the inner north's case, boosting 7 day frequency on key east-west bus routes would transform the network from parallel lines to a grid, creating new connection points and multiplying journey opportunities.

Service inequality within modes.

Inequality within modes, even where lines get comparable patronage, is common. Timetables and service levels are too rarely reviewed and there is little growth funding for service, even where needs are highest. Political considerations may drive who gets what as much as if not more than patronage or social needs.

It is common for waits on some lines to be double others, even on comparable lines with similar patronage levels. As graphed below, the Frankston line is the 'gold standard' with 7 day frequent service. In contrast lines in the north, chiefly Craigieburn and Mernda, only get frequent service a few hours of the day during peak periods. Upgrading services on these lines would assist in network effect connectivity with other train lines, trams and buses.



There are also substantial inequalities between bus routes. Again, much of this can be traced to history (e.g. whether a bus was once a cable tram or operated by the Tramways Board) rather than patronage or social need.

Routes where service provision lags usage exist in the Point Cook – Werribee – Tarneit area, around Springvale-Dandenong, Footscray-Sunshine and in the north around Craigieburn. Weekend buses around major shopping centres often attract high patronage but may only run hourly. Even less service is offered for popular routes across Melbourne’s north and south-east that missed out on the Brumby government’s minimum service standard program. Timetables for these reflect a previous era, including finishing at midday Saturdays, having gaps of up to 2 hours on Saturday afternoons and not operating Sundays. The 2024-25 state budget investment to boost one such route, the 800 on Princes Hwy between Dandenong and Chadstone, to run 7 days is the type of upgrades that would have wide benefits if extended to more routes.

Service inequality throughout the week.

Substantial parts of Melbourne’s public transport network operate frequently during the weekday peaks. A lesser but a not insignificant proportion operates frequently interpeak on weekdays (see previous maps). This proves that frequency is possible where there is the will.

However too little of the network operates frequently all week to:

- (a) ensure it exists when people want to use it; and
- (b) enable efficient connections between services for trips (likely the majority) that require an interchange.

It is common for even well-used routes to be relatively frequent on weekdays but with service dropping off on weekends or parts of weekends. This is a reflection of timetables lagging behind modern working and shopping patterns. A few noteworthy instances include:

- Popular tram routes like the 86 offer a turn-up-and-go service during the day but typically drop to half hourly on Sunday mornings and Sunday evenings.
- The busy Dandenong line operates a 10 minute service during the day, but services drop to every 30 minutes on weekend evenings and Sunday mornings.
- Sunday morning services on train lines in Melbourne's north are every 40 minutes, reducing the ability for people to get to jobs and for public transport to support weekend events.
- Clusters of bus routes in certain parts of Melbourne such as the inner-middle north (404, 468, 503, 506, 512, 526, 536, 538, 546, 549, 558, 559), inner east (284, 285, 548) and Dandenong (802, 804, 814, 844, 857, 885) with limited hours 5 or 6 day timetables mostly unreformed for decades despite these routes serving key destinations or densifying neighbourhoods.
- The popular 408 bus, which serves key destinations like Sunshine Hospital and Highpoint Shopping Centre operates every 20 minutes Monday to Saturday but drops to hourly on Sundays, despite high demand and cases of passengers being left behind.
- The Sandringham train line enjoys better than average service for Melbourne, with a 15 minute weekday services and a 20 minute weekend and evening frequency. However, maximum waits on the line are 40 minutes due to a Sunday morning service level essentially unchanged for decades. An upgrade would have maximum waits and reduce the need to check timetables and make detailed trip plans.
- Melbourne's premium SmartBus routes operate every 15 minutes on weekdays but drop to every 30 minutes evenings and weekends despite high loadings. Equivalent premium bus routes in cities such as Sydney, Brisbane and Perth tend to maintain their high weekday frequency on weekends, at least during the day.

Cases like the above are replicated all across Melbourne. Especially for the train and tram examples a relatively small percentage increase in services operated per week can cut

maximum waits by as much as half during popular times. Also, higher frequency means better connectivity between modes, even where no special effort has been made to coordinate services.

Patronage successes of more frequent service

Melbourne spends a lot of money on private operators to run services as well as DTP as overheads. Unfortunately, this is spread over fewer passengers than is desirable due to our choice not to run the frequent all-week service a modern city demands. This is despite most of the network's costs being fixed and the low marginal costs of adding off-peak service.

The 1999 Sunday train and tram service boosts, 2006 Meeting Our Transport Challenges (MOTC) minimum service standards roll-out, SmartBus orbitals, 2010's Doncaster Area Rapid Transit and network revamps in Point Cook (2013), Brimbank (2014) and Wyndham (2015) are all examples of patronage following service uplifts. More recent 2023 bus frequency upgrades in Melbourne's eastern suburbs have also seen encouraging usage gains.

Recent studies from Infrastructure Victoria, the Committee for Melbourne and even the government's own Bus Plan recognise the importance of frequency. As set out above, frequency also has wider benefits, especially in outer suburbs – growth areas. There, rising costs of living and the imposition of owning and maintaining costly, income draining private transport with multiple vehicle ownership, makes the availability of reliable, frequent convenient public transport not just an option, but a necessity.

Sydney, especially, recognises the need for frequency on its public transport. Like Melbourne it has had a large infrastructure agenda for public transport in the last decade. However, unlike Melbourne, it has backed this up with substantial service uplifts across trains, trams and buses. The result is that waits for trains, trams and key bus routes in Sydney are often now half Melbourne's, particularly nights and weekends. By neglecting service frequency, Melbourne risks having public transport that is performing well below potential, notwithstanding its infrastructure construction program.

Prevalence and user experiences of various service levels

The first requirement for people to be able to use public transport is that service must exist. This requires routes within reasonable walking distances of (nearly) everyone (i.e. coverage). Secondly, there must be service operating on the days and over the hours when

people need to travel (i.e. service span).

Most Melburnians have reasonable network coverage, with the main gaps in fringe areas. Bus operating hours were significantly improved on many routes about 15 years ago; but most routes remain without service after approximately 9pm and early on weekend mornings.

Attention to both coverage and span would provide a 'safety net' service that can meet basic transport needs. There is a strong social equity case for such a network. However, without service frequency, safety net bus services are unlikely to attract high modal share, and thus contribute to the wider benefits that public transport can deliver.

Advancement beyond a basic service requires frequency. High frequency makes trips quicker and interchanging convenient. Both vastly increase the number of trips that can reasonably be made, since people typically have a limit to how long they will travel for a particular purpose. "Frequency is freedom" and "Faster travel extends life" are two common maxims.


While acknowledging the fundamental need for coverage and span, this paper will concentrate on frequency due to (a) its power to improve public transport connectivity and thus individual mobility and (b) its benefits being so underestimated in Melbourne.

Over 60 minutes

Such 'super waits' are mercifully rare on the Melbourne public transport network, although several examples exist. For instance the Stony Point line, certain times on weekends on the Melton and Pakenham lines.

Some bus routes also have these long super wait gaps. Mostly these are local routes in areas like Rowville, Pakenham and Frankston. However, there are exceptions: notably routes 800 and 804 between Dandenong and Chadstone; both of these drops to every 2 hours on Saturday afternoons.

The good thing about there not being many >60 minute waits is that eliminating them is cheap by adding a handful of extra trips per week per route or line.

**Route 804** Chadstone SC via Wheelers Hill

Even bus routes to major shopping centres can operate as infrequently as every 120 minutes on weekends.

		Saturday											
Wheelchair Accessible Services		am	am	am	am	am	am	am	pm	pm	pm	pm	pm
Morning (am) / Afternoon (pm)		am	am	am	am	am	am	am	pm	pm	pm	pm	pm
Dandenong Station/Foster St (Dandenong)	DEP	6:06	7:36	8:31	9:25	10:25	11:31	12:30	2:30	4:32			
Langhorne Pl/Langhorne St (Dandenong)		6:07	7:38	8:33	9:27	10:27	11:33	12:32	2:32	4:34			
Dandenong Market/Cleeland St (Dandenong)		6:08	7:39	8:34	9:28	10:29	11:35	12:34	2:34	4:36			
Cleeland Street Medical Centre/Cleeland St (Dandenong)		6:09	7:40	8:35	9:29	10:30	11:36	12:35	2:35	4:37			
Ann St/Cleeland St (Dandenong)		6:09	7:41	8:36	9:30	10:31	11:37	12:36	2:36	4:38			
Dandenong Hospital/Cleeland St (Dandenong)		6:10	7:42	8:37	9:31	10:31	11:37	12:36	2:36	4:38			
Chisholm Institute/Cleeland St (Dandenong)		6:11	7:43	8:38	9:32	10:33	11:39	12:38	2:38	4:40			
Oasis Post/Cleeland St (Dandenong)		6:11	7:43	8:39	9:33	10:34	11:40	12:39	2:39	4:41			
Nicole Ave/Boyd St (Dandenong North)		6:12	7:44	8:39	9:33	10:34	11:40	12:39	2:39	4:41			
Avril St/Boyd St (Dandenong North)		6:12	7:44	8:40	9:34	10:35	11:41	12:40	2:40	4:42			
Philip St/Boyd St (Dandenong North)		6:13	7:45	8:40	9:34	10:36	11:42	12:41	2:41	4:43			
Scullin St/Boyd St (Dandenong North)		6:13	7:46	8:41	9:35	10:36	11:43	12:42	2:42	4:43			
Boyd St/Curtin Cres (Dandenong North)		6:14	7:46	8:42	9:36	10:37	11:43	12:42	2:42	4:44			
Curtin Cres/Menzies Ave (Dandenong North)		6:14	7:47	8:42	9:36	10:38	11:44	12:43	2:43	4:45			
Fadden St/Menzies Ave (Dandenong North)		6:15	7:47	8:43	9:37	10:38	11:45	12:44	2:44	4:45			
Kandra St/Gladstone Rd (Dandenong North)		6:16	7:48	8:44	9:38	10:39	11:46	12:45	2:45	4:46			
Carlton Rd/Gladstone Rd (Dandenong North)		6:16	7:49	8:44	9:38	10:40	11:46	12:45	2:45	4:47			
Lyndale Sec Col/Gladstone Rd (Dandenong North)		6:17	7:49	8:45	9:39	10:41	11:47	12:46	2:46	4:48			
Brady Rd/Gladstone Rd (Dandenong North)		6:17	7:50	8:46	9:40	10:41	11:48	12:47	2:47	4:48			

Note: No service on Sundays

Every 60 minutes

A consistent hourly timetable has benefits in that it is easy to remember. Major service upgrades about 20 years ago brought the main regional train lines up to this standard at most times. 60 minutes is the 'safety net' minimum standard frequency for Melbourne buses adopted in the 2006 'Meeting Our Transport Challenges' plan, although implementation remains incomplete.

Town buses in larger regional cities often run every 60 minutes. 60 minutes is also the base frequency for Melbourne's Night Network trains and buses.

A 60 minute bus headway can harmonise with 10, 15, 20, 30 and 60 minute train frequencies, enabling potential timed connections.

It is not however compatible with 40 minute train frequencies such as seen on the Ballarat line on weekdays, the Geelong line on weekends and many Melbourne lines on Sunday mornings. The outcome of unharmonised frequencies like these is that if connections exist at all they recur only every 2 hours, which further lowers effective frequencies.

The main liability of 60 minute frequencies is that they do not suit other than casual appointments. Connections, particularly with other buses, may be poor. The service is fragile; a cancellation on a 60 minute service means two hours between trips. Crowding is also a common issue, especially on weekends around major shopping centres where timetables have not kept up with demand.



Every 40 minutes

Like hourly frequencies, Melburnians loathe 40 minute frequencies. Yet they plague the bus network, including on some of our most productive routes in western and northern Melbourne.

Long maximum waits add to the uncertainty of catching trains. For casual users, this can deter people from travelling even at times when the service is better. Whereas maximum waits on key train lines in other cities may be 15 minutes (Sydney day and night, Perth day only), the equivalent maximum on many Melbourne lines is 40 minutes. That means a big difference in how people regard and use the network.

Unfortunately, 40 minute maximum waits are widespread across Melbourne's train network, especially in northern and western suburbs. Examples include the entirety of the suburban Sunbury, Craigieburn, Upfield, Mernda, Hurstbridge and Sandringham lines on Sunday mornings.

Such 40 minute headways lack the 'memory timetable' that services every 60, 30, 20, 15 and 10 minutes have. Perhaps their only merit is that they harmonise with trains every 20 minutes, as is typical in Melbourne's west, north and outer south-east. Hence 40 minutes is a very common off-peak frequency for bus routes, even though the patronage on some in

areas like Tarneit, Point Cook and Craigieburn would easily justify a 7 day 20 minute service.

Every 40 minutes is the most common off-peak frequency for growth area buses in Melbourne. This is true even for popular routes such as Tarneit's Route 150.

CDC MELBOURNE

Route 150 Tarneit Station via Sayers Rd

Service operates from 19.11.2023 until further notice

	Monday to Friday											
	am	am	am	am	am	am	am	am	am	pm	pm	pm
Wheelchair Accessible Services												
Morning (am) / Afternoon (pm)	5:31	6:07	6:31	6:51	7:16	7:40	8:02	8:18	8:33	8:54	9:36	10:16
Williams Landing Station (Williams Landing)	5:32	6:08	6:32	6:52	7:17	7:43	8:04	8:20	8:35	8:56	9:37	10:17
Williams Landing Station (Williams Landing)	5:33	6:09	6:33	6:53	7:18	7:44	8:05	8:21	8:36	8:57	9:38	10:18
Overton Rd/Kendal St (Williams Landing)	5:34	6:10	6:34	6:54	7:19	7:45	8:06	8:22	8:37	8:58	9:39	10:19
Overton Rd/Palmers Rd (Williams Landing)	5:34	6:11	6:35	6:55	7:20	7:46	8:07	8:23	8:38	8:59	9:40	10:20
Williams Landing Bvd/Palmers Rd (Williams Landing)	5:34	6:11	6:35	6:55	7:20	7:46	8:07	8:23	8:38	8:59	9:40	10:20
Delaney Bvd/Palmers Rd (Williams Landing)	5:35	6:12	6:36	6:56	7:21	7:47	8:08	8:24	8:39	9:00	9:41	10:21
Cresswell Ave/Palmers Rd (Williams Landing)	5:35	6:12	6:36	6:56	7:21	7:47	8:08	8:24	8:39	9:00	9:41	10:21
Palmers Rd/Sayers Rd (Williams Landing)	5:37	6:13	6:37	6:57	7:22	7:48	8:10	8:26	8:41	9:02	9:43	10:23
Wellands Bvd/Sayers Rd (Truganina)	5:37	6:13	6:37	6:57	7:22	7:48	8:10	8:26	8:41	9:02	9:43	10:23
Marsh Dr/Sayers Rd (Truganina)	5:38	6:14	6:38	6:58	7:23	7:49	8:11	8:27	8:42	9:03	9:44	10:24
Forryth Rd/Sayers Rd (Truganina)	5:38	6:14	6:38	6:58	7:23	7:49	8:11	8:27	8:42	9:03	9:44	10:24
Westbourne Grammar School/Sayers Rd (Truganina)	5:39	6:15	6:39	6:59	7:24	7:51	8:13	8:29	8:44	9:05	9:46	10:25
Al-Taqwa College/Sayers Rd (Truganina)	5:40	6:17	6:41	7:01	7:26	7:53	8:15	8:31	8:46	9:07	9:48	10:26
Double Bvd/Sayers Rd (Truganina)	5:41	6:18	6:42	7:02	7:27	7:54	8:16	8:32	8:47	9:08	9:49	10:27
Widom Ave/Sayers Rd (Truganina)	5:42	6:19	6:43	7:03	7:28	7:55	8:17	8:33	8:48	9:09	9:50	10:28
St James Wood Dr/Sayers Rd (Tarneit)	5:43	6:20	6:44	7:04	7:29	7:56	8:18	8:34	8:49	9:10	9:51	10:29
Wynham Village SC/Sayers Rd (Tarneit)	5:44	6:21	6:45	7:05	7:30	7:57	8:19	8:35	8:50	9:11	9:52	10:30
Thomas Carr Dr/Sayers Rd (Tarneit)	5:45	6:22	6:46	7:06	7:31	7:58	8:20	8:36	8:51	9:12	9:53	10:31
Seasons Bvd/Sayers Rd (Tarneit)	5:46	6:23	6:47	7:07	7:32	7:59	8:21	8:37	8:52	9:13	9:54	10:32
Ilwaco Pkwy/Dennistown Rd (Tarneit)	5:48	6:25	6:50	7:10	7:35	8:02	8:24	8:40	8:55	9:16	9:57	10:34
Watagan St/Dennistown Rd (Tarneit)	5:49	6:27	6:51	7:11	7:36	8:03	8:25	8:41	8:56	9:17	9:58	10:35
Tarneit Station (Tarneit)	5:53	6:32	6:56	7:16	7:41	8:09	8:32	8:48	8:59	9:14	9:56	10:36

	Monday to Friday											
	pm	pm	pm	pm	pm	pm	pm	pm	pm	pm	pm	pm
Wheelchair Accessible Services												
Morning (am) / Afternoon (pm)	2:21	3:01	3:25	3:40	4:00	4:20	4:45	5:00	5:15	5:36	6:03	6:23
Williams Landing Station (Williams Landing)	2:22	3:03	3:27	3:42	4:02	4:22	4:47	5:02	5:17	5:38	6:05	6:25
Overton Rd/Kendal St (Williams Landing)	2:23	3:04	3:28	3:44	4:04	4:24	4:49	5:04	5:19	5:40	6:07	6:27
Overton Rd/Palmers Rd (Williams Landing)	2:25	3:05	3:30	3:46	4:06	4:26	4:51	5:06	5:21	5:42	6:09	6:29
Williams Landing Bvd/Palmers Rd (Williams Landing)												

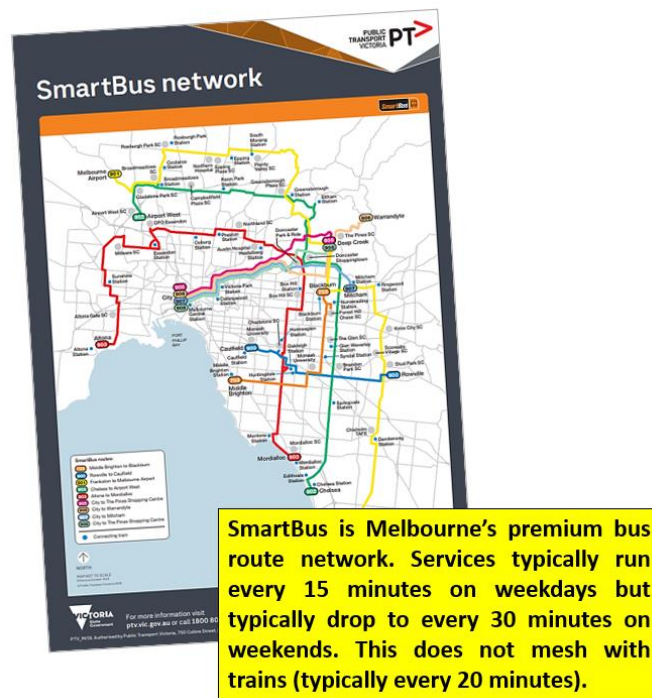
Every 30 minutes

Further, 30 minute frequencies are what make Melbourne's SmartBuses not so smart on weekends. This also makes most of the rail network inconvenient for evening and occasionally also daytime travel.

Even trams have half-hourly gaps on Sunday mornings and evenings. Like with every 40 minutes, a 30 minute wait due to a just missed connection, can double travel time for most trips.

Getting 40 minute frequencies to every 30 minutes is a small but worthwhile improvement. And it's super-cheap to achieve. This is because a 30 minute frequency is four trips every 2 hours versus three for a 40 minute frequency, it is only needed to add just one return trip per two hours to boost the service.

An example is the Mernda line on Sunday mornings; instead of 40 minute gaps before the 10:36am train arrival at Flinders St (current timetable) the 40 minute service could finish with the 8:36am arrival with the improved 30 minute service until 10:36am. That's with one extra return trip per week scheduled.



Every 20 minutes

20 minutes is a middle of the road frequency - not totally inconvenient, but not great either. It might be OK for non-time critical trips involving no changes. But it can still greatly slow travel if making one or more connections that are not timed. Still, it is vastly better than the 30 and 40 minute headways so widespread on the network.

20 minutes has been referred to as a 'check and go' frequency - in other words commuters are still looking at a timetable, but it does not require the sort of detailed planning required for a 30, 40 or 60 minute headway.

Adding one return trip on 10 lines with 30 minute evening service would give an extra hour where services are every 20 rather than every 30 minutes. That makes it very economical to achieve on multiple lines, though it is less marketable than (say) 10 or 15 minute frequencies.

The 2012 Rail Network Development Plan (Metropolitan Rail) featured a coordination framework that specified a 20 minute frequency for rail branch lines and middle level bus routes. This is still an aspiration!




Trams are typically Melbourne's most frequent public transport mode but can still drop down to every 20 minutes at night and every 30 minutes early and late Sundays.

Every 15 minutes

15 minute frequencies are largely confined to a few lucky train lines in the east and some weekday buses (notably premium SmartBuses). However, many trams have 12 or 15 minute off-peak and weekend frequencies.

15 minutes is closer to what many people consider as turn-up and go for a single trip. It's only one extra trip per hour compared to 20 minutes and two extra trips per hour compared to 30 minutes so is fairly economical.

While an improvement on all the previously tabled frequencies, 15 minutes is still not great for trips involving a change. This is because waiting could still amount to 30 minutes of total travel time in the worst case.




Route 733

Oakleigh via Monash University

733 is the bus route most similar to the pro

Suburban Rail Loop between Box Hill and Clayton.



	Monday to Friday														
	am							pm							
DEP	10:17	10:30	10:43	11:00	11:17	11:30	11:47	12:02	12:17	12:30	12:46	1:02	1:17	1:32	1:47
Wheelchair Accessible Services															
Morning (AM) / Afternoon (PM)															
Box Hill Bus Station/Box Hill (Box Hill)															
Rutland Rd/Rutland St (Box Hill)	10:17	10:30	10:43	11:00	11:17	11:30	11:47	12:02	12:17	12:30	12:46	1:02	1:17	1:32	1:47
Rutland Rd/Rutland St (Box Hill)	10:20	10:35	10:50	11:05	11:20	11:35	11:50	12:05	12:20	12:35	12:50	1:05	1:20	1:35	1:50
Rutland Rd/Rutland St (Box Hill)	10:20	10:35	10:50	11:05	11:20	11:35	11:50	12:05	12:20	12:35	12:50	1:05	1:20	1:35	1:50
Swetland Rd/Swetland St (Box Hill)	10:23	10:38	10:53	11:08	11:23	11:38	11:53	12:08	12:23	12:38	12:53	1:08	1:23	1:38	1:53
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26	1:41	1:56
Swetland Rd/Swetland St (Box Hill)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26						

Thanks to a series of service upgrades over the last 10 to 15 years the Frankston line enjoys Melbourne's most consistently frequent service. Trains run every 10 minutes most of the day all week, with a maximum 20 minute wait at other times. The Network Development Plan (Metropolitan Rail) proposed this level of service for most stations in Melbourne.



Every 5 minutes

Frequencies of this level may be found in parts of the network where several lines converge or a major destination (e.g. a university) needs linking to the train network. It is significantly better than a 10 minute service, especially for trips involving two or more changes.

The Network Development Plan (Metropolitan Rail) included 5 minutes as a desirable frequency in the network's core.



Connecting Monash University Clayton with Huntingdale Station, Route 601 has been a service frequency success story. It operates every 3-4 minutes all day.

Other cities and expectations

The above is a Melbourne perspective. Those from large Asian, European and even some Canadian cities expect far higher frequencies than typically run in Melbourne. A Melburnian would very happily accept a 9 minute wait for a 10pm train while a Torontonian or Vancouverite would grumble.

Even Sydney's expectations would be higher. In contrast, PT users in Brisbane would set their sights a little lower than in Melbourne, with most Canberrans, saddled with embarrassing 120 minute Sunday bus headways, a lot lower.

Sydney vs Melbourne Train frequencies

Doonside, a small station in outer-western Sydney, gets trains every 15 minutes from as early as 4am Sundays. Meanwhile major Melbourne stations like Box Hill, Reservoir and Broadmeadows, have 30 to 40 minute gaps until nearly 10am Sundays. Similar service differences exist at night too.

Departing stop	Arriving stop (optional)	Leaving	Train	Time	Platform
Doonside Station, Doonside	Central Station, Sydney	4:00, 21 Apr (Sun)	Hornsby via Gordon	Sun 04:05 - 55min - 05:00	Platform 1
			Berowra via Gordon	Sun 04:18 - 57min - 05:16	Platform 1
			Hornsby via Gordon	Sun 04:35 - 54min - 05:29	Platform 1
			Berowra via Gordon	Sun 04:48 - 58min - 05:46	Platform 1
			Hornsby via Gordon	Sun 05:05 - 55min - 06:00	Platform 1

A program for increasing service frequency.

Criteria such as passenger need, service completeness, multimodal connectivity and low cost should drive which frequency upgrades are best value and thus should be done first.

Passenger need

A passenger need example may be a shoulder peak (e.g. Craigieburn line) or weekend train service (e.g. Geelong line) experiencing crowding. Or an underserved bus route that serves popular destinations, is well used and/or serves an area with high social needs (e.g. Route 800)

Off-peak frequency increases do not increase the peak bus requirement, whereas improved peak frequencies might. This makes the former cheaper to implement.

That is not to say that peak frequency upgrades are not desirable – in some situations, they are, especially in growth areas. However, attempts should be made to implement these efficiently. Tools for this include spreading the peaks (e.g. by improving shoulder peak service) and, especially for buses, exploring opportunities to spread the peaks and reform networks, including any interactions with school services.

Service completeness.

The concept of service completeness is all about legibility and user expectations of a consistent service. For example, if a major train line like Dandenong runs every 10 minutes during the day Monday to Sunday, passengers would expect frequent evening service.

However, this is not the case here (for Dandenong or Melbourne generally), where frequency falls to 30 minutes after approximately 7:30pm on weekend evenings and on Sunday mornings. While the Dandenong line should get improvements post Metro Tunnel, the Ringwood line has a similar 10 to 30 minute drop-off on weekends that should be addressed. Trams are generally better but mostly still have half hour gaps early and late on Sundays.

The biggest service falls for Metro Trains and Yarra Trams occur at night and Sunday mornings, buses also have large weekend daytime falls, particularly on weekends. SmartBuses, for example, typically drop from 15 weekdays to 30 minutes on weekends, with timetables failing to harmonise with typical 20 minute weekend train frequencies.

All the above are well-used but incomplete services, i.e. service at certain times is less than what a 'common sense' expectation would demand. Such falls affect almost entire networks, such as Metro trains, trams and most categories of bus route, including **SmartBus and local services.**

The great benefit of 'completing the service' type frequency upgrades on routes that are already frequent most of the time is that they are proportionally low cost to do with only a small percentage growth needed in trips run per week.

Low cost per line means that for a given budget, upgrades can extend across the whole network, especially train and tram. Progressively cutting maximum waits network-wide has the benefit of lifting the image of the whole network, not just one line.

This is most economically done by cutting the longest waits first. The process is repeated, phased over several timetable changes in say a 2 to 5 year period until key routes are turn up and go day and night.

Recommendation 1

VTAG recommends that the Victorian Government put in place a major program which mirrors its successful staged approach to Level Crossing Removals: it should commit to a staged upgrade of Public Transport service frequencies across Melbourne over the next decade.

It could be called: More Frequent Services for Public Transport (MFS)

Examples of staging could include:

Metropolitan rail Stage 1: Reducing maximum waits from 40 to 30 min at all stations within Melbourne's contiguous urban area between 6am and midnight 7 days.

Metropolitan rail Stage 2: Reducing maximum waits from 30 to 20 min at all stations within Melbourne's contiguous urban area between 6am and midnight 7 days.

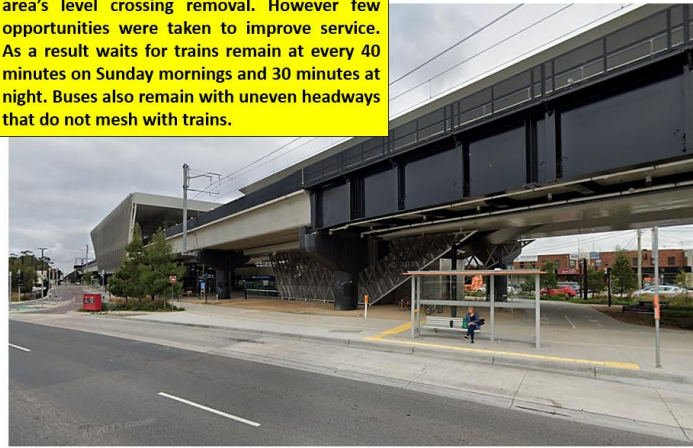
Metropolitan tram: Stage 1: Reducing maximum waits from 30 to 20 min on all lines between 6am and midnight 7 days.

V/Line train: Upgrade Geelong and Melton lines to a maximum 20 minute wait 6am – midnight 7 days with earlier weekend starts.

Metropolitan buses: Progressively upgrading regular residential area bus routes to operate 7 days to defined minimum span and frequency standards. Service upgrades on selected high patronage potential routes and corridors to provide improved and more consistent frequencies all week.

Other rail upgrades would likely focus on getting shoulder and even off-peak service to 10 minutes. The most economical of these would be City – Ringwood, with this likely to be a part of Metropolitan rail Stage 2 above.

The new Reservoir station rebuilt as part of the area's level crossing removal. However few opportunities were taken to improve service. As a result waits for trains remain at every 40 minutes on Sunday mornings and 30 minutes at night. Buses also remain with uneven headways that do not mesh with trains.



Multimodal connectivity

Public transport can sometimes take four or more times longer than driving. Indirect routes, low frequency and long waits for connections are major contributors to this. Melbourne's public transport network has multiple frequencies operating at any one time, with many not harmonising with one another.

There is not even harmonisation within modes. For example, Metro trains operate to 10, 15, 20, 30 and 40 minute frequencies off-peak weekdays. Sunday mornings are a case of 20, 30 and 40 minute frequencies. Across modes on weekends, SmartBuses run every 30 minutes intersecting with Metro trains mostly every 20 minutes, with uniform connections only recurring hourly.

Nights are similar with chancy connections between trams (every 20 minutes) and Metro trains (mostly every 30 minutes). And during the day, the shiny new stations of Preston and Reservoir are full of buses every 22 to 25 minutes that seek to but rarely succeed in meeting trains operating every 20 minutes.

A network-wide frequency hierarchy could allow simpler timetables, more consistent service levels and better (or at least predictable) connections, with potential for the most important of these to be timed with a connection assurance policy (similar to that specified for Night Network).

Such a hierarchy was proposed in the 2012 Network Development Plan – Metropolitan Rail. However, the recent (and less detailed) Bus and Tram plans ignored this earlier Departmental work. More on what a hierarchy might look like was given in this review of Victoria's Bus Plan: https://melbourneontransit.blogspot.com/2021/06/building-melbournes-useful-network-part_02145429271.html

Recommendation 2

Moving towards a multimodal hierarchy could be done at the following times:

- Planning for the Metro Tunnel train timetables (and associated service boosts on other parts of the network).
- Greenfields reviews of metropolitan rail timetables (most needed for the operationally complex Burnley group).
- Bus network reform.
- Staged program to reduce maximum waits for service completeness (as above).

Low cost

Services that are very close to 'complete' in terms of service frequencies are also cheap to upgrade. This is because the increased frequency may only be needed a few hours a week and/or the boost needed may only be 1 or even 0.5 extra trips per hour of improved service. The same also applies to span, e.g. if the network aim is a 6 am to midnight service, but some routes have slightly later "starts", then adding a trip or two to address this issue has only minimal cost impact.

Such routes might not otherwise be the highest priorities, but their low cost makes upgrades worthwhile to maximise the extent of a frequent network that can affordably be provided.

Prime examples of very low cost upgrades are getting Metro trains to 30 minute maximum waits and trams to 20 minute maximum waits. Similar comments apply for several bus routes or corridors, with the potential for bus network reform to allow even more to be done.

Interchange Points

A network is only as good as the nodes where services connect. To achieve the best 'network effect' outcomes from frequency and service span upgrades, care must be taken to ensure that interchange points between different services are as direct, safe and convenient to use as possible. All combinations of connections *within* modes (trains, trams and buses) and *between* them need to be enhanced, especially easing way finding and trip planning by maximising the visibility of route and service information at all interchanges and stops without making passengers reliant on apps on smartphones.

Political and Departmental Support

A good example of where political and transport department support was aligned to deliver successful and effective upgrades to the public transport network, was the series of bus network reforms introduced in Melbourne's west between about 2013 and 2017.

Outer fringe areas were rapidly growing, and traffic congestion was a major concern. Both the Regional Rail Link and infill stations on existing lines were under construction. Councils such as Wyndham were advocating for improved public transport infrastructure and services through campaigns like 'Get Wyndham Moving'.

One of those areas where traffic issues was most acute was Point Cook. This area had few road connections to the freeway, relatively few local jobs and a white collar demographic skew including higher than average proportion of CBD workers. Buses at the time comprised two indirect routes operating every 40 minutes, even during peak periods.

The area needed and eventually got its own station at Williams Landing. This was being planned at the time that transport administration was being reformed including the creation of Public Transport Victoria (PTV) as a 'one stop shop'. An early PTV project was designing a radically reformed bus network that would feed the new station. Aided by extra resourcing, the new network featured five more direct routes typically operating every 20 minutes in peaks. This was a significantly higher service than before, and patronage shot up. About as many people arrived at the station by bus as by car and Point Cook routes such as the 495 today rank highly on a passengers per hour basis.

Another bus network reform opportunity came in 2014. Some government funding had been received to address peak crowding on one Caroline Springs area bus route (418). However, the area also had complex routes that overlapped in some places and did not operate seven days in others. PTV took the opportunity to not only deliver the requested peak frequency upgrades to relieve crowding but also reform many Brimbank area routes.

This simplified the network, boosted frequency on a key corridor (which had previously not had buses) and allowed 7 day service to be spread to all routes in the area.

Regional Rail Link's opening in 2015 required a reformed bus network in the City of Wyndham to serve new stations at Tarneit and Wyndham Vale. Existing routes (typically operating every 40 minutes) could have been extended to the new stations, but assisted by extra bus funding and substantial work by PTV, the opportunity was taken to introduce not just a new train service but also reformed buses with more direct routes and better frequencies.

The new two-tier network put the majority of residents near peak service every 20 minutes or better with some also having 7 day service every 20 minutes or better. Like with Point Cook, the new network was a success, with routes in Wyndham featuring amongst the most productive in Melbourne.

These substantial and beneficial network reforms would not have been possible without government support and the willingness of PTV (with managerial backing) to champion bus network reform of the type that enabled cost-effective frequency increases. Stakeholder support was valuable too; network reform can be disruptive and local councils were useful to facilitate this and to publicly advocate for even further improvements.

From these experiences, VTAG highlights the need for political will and direction to recognise and take advantage of the wide benefits flowing from service frequency by reversing what seems to be a lack of appreciation in public transport decision making of how critical the convenience of service frequency is to users of public transport.

Recommendation 3

Budgets should be available for communicating improved services to the public

It has been often observed that, even when public transport services are changed or improved, the average person and particularly non-users are not aware of the changes. Improving this role can have a major impact on people changing their travel habits. For example, homes could be letter-boxed with a leaflet promoting local service improvements, use made of geographically targeted social media marketing and the PTV website could increase its currently low use of graphics and maps explaining reformed networks.

Changes can also be far more widely communicated through employers, businesses, local noticeboards, libraries, local media, social media, local government, community and school newsletters, neighbourhood houses and the like.

Also, when improvements start, system information could be improved greatly. For example, bus network maps and timetables could be installed at station exits with frequent services highlighted. There is also a need to make bus to bus connections easier, notably at major interchanges and cross-roads where key routes intersect and are likely to exchange passengers.

Conclusion

Better frequency is the little acknowledged key to delivering world-class public transport for Melbourne.

High all-week frequency maximises returns from our infrastructure program and utilisation of train, tram and bus assets. It is what make the difference between a network that is only fit for weekday commuting to the CBD and that suitable for diverse trips to diverse destinations across the week.

As set out above, a frequent public transport network has many economic, social and environmental benefits, including as an enabler of opportunities, access to jobs, reducing people's costs of living and maximising housing choice. Frequency has the potential to deliver greater equity to residents across the city.

As Melbourne continues to grow, investing in a reliable and frequent public transport network is not only a strategic urban planning decision, but also a key factor in fostering a more economically sustainable and inclusive city.



Attachment A

EASTERN TRANSPORT COALITION MINUTES OF MEETING

Date: Thursday, 18th July 2024
Time: 6.30 – 8.30pm (6.00pm for dinner)
Host: Whitehorse City Council and online

Attendees:

Councillors

- Cr Stuart James, City of Monash (Chair)
- Cr Susan Laukens, Knox City Council
- Cr Tina Liu, City of Whitehorse
- Cr Andrew Fullager, Yarra Ranges Council
- Cr Anna Chen, Manningham City Council
-

Officers

- Shane Hardingham, Knox City Council
- Emma Steele, Manningham City Council
- Michael Blowfield, Maroondah City Council
- Terry Tillotson, City of Monash
- Sandra Worsnop, City of Monash
- Karen O’Gorman, Yarra Ranges Council
- Kim O’Connor, Yarra Ranges Council
- Chris Hui, City of Whitehorse
- Rachel Kamath, Whitehorse City Council

Secretariat

- James McGarvey, The Agenda Group

Guest

- Courtney Mann, Senior Consultant, The Agenda Group

Apologies

- Cr Tomas Lightbody, Manningham City Council
- Cr Rhonda Garad, City of Greater Dandenong
- Cr Tony Dib, Maroondah City Council
- Christopher Marshall, City of Greater Dandenong
- Yingnan Wang, Knox City Council
- Winchelle Chuson, Knox City Council
- Matthew Hanrahan, Knox City Council

1. Welcome and Apologies

Cr James assumed the Chair and welcomed the attendees.

2. Conflicts of Interest

No conflicts of interest were raised.

3. ETC Finance Report

The finance report for the ETC for June – July 2024 is as follows:

Opening Balance for June 2024 \$22,970.91

May Invoice from TAG \$7,500.00

Income \$0.00

Closing Balance for July 2024 \$15,470.91

Moved: Cr Stuart James

Seconded: Cr Susan Laukens

Carried

ETC Budget

After discussion of the ETC campaign budget, the following motion was put to the meeting:

That ETC member councils agree to a further financial contribution of \$6,000 per council over the 24/25 and 25/26 financial years, with Councils to have the flexibility to time their payments over the two years as best suits their requirements.

Moved: Cr Stuart James

Seconded: Cr Susan Laukens

Carried

4. Ratify Previous Draft Minutes and Actions Arising

Minutes of the June ETC meeting:

Moved: Cr Tina Liu

Seconded: Terry Tillotson

Carried

5. 2024 ETC Advocacy Workplan

Preparation for Federal Election

Mr McGarvey raised the upcoming federal election and how the ETC may wish to identify projects to take to all candidates and parties for adoption as election policy.

Where the ETC has previously identified a number for regional roads projects that were important to the ETC, sentiment has been expressed by the Federal Government suggesting they would only look to projects identified by state governments as priorities that they would consider.

This provides some challenge to how the ETC may wish to identify items to put forward for the next Federal election – though it should be noted that there is no obvious constraint on us putting forward projects to the federal opposition and other parties.

The approach to this needs further consideration, and the group agreed it should be listed as an agenda item for discussion at the next ETC meeting.

Trails campaign

Mr McGarvey introduced Amy Green, Senior Consultant with The Agenda Group, who will assist in developing and implementing the eastern region trails advocacy program for the ETC.

The first task that Amy is working on, together with the ERTS working group, is the production of a policy document setting out the priority trails package, which can be used in print and electronic form as campaign collateral.

Public facing campaign activity, including conducting community surveys, and approaching local federal MPs and candidates will follow next.

Cr James flagged the need to schedule public facing campaign activity around the upcoming caretaker period leading up to council elections in October.

Victorian Transport Action Group

As previously flagged, the ETC has received two pieces of correspondence from VTAG in recent weeks, regarding their policy documents on improving service frequency across Melbourne's public transport system, and investments necessary to deliver on the objectives of the Victorian Government's Tram Plan.

It was agreed that VTAG would be invited to present on their advocacy positions at the next ETC meeting.

In related discussion, Cr James raised the need for the ETC and related transport advocacy groups to call on all political parties to, when in government, delivering a statewide integrated transport plan.

6. Guest Presentation

Courtney Mann, Senior Consultant with The Agenda Group, joined the meeting to provide insights into public transport policy, from a State Opposition perspective.

Courtney has recently joined The Agenda Group from his role where he served as Director of Policy in the Office of the Opposition Leader, under John Pesutto MP, Michael O'Brien MP and Matthew Guy MP.

In broad discussion and response to questions from members, Courtney highlighted the following points:

- State Oppositions have far fewer resources and personnel to commit to policy development and engagement than governments with access to departments and agencies do
- The financial challenges now facing Victoria will limit consideration of new, major capital works projects
- Investment in transport infrastructure will remain important, but priorities will vary between the parties
- The State Opposition engages with a range of stakeholder groups and seeks their thoughts and inputs in guiding its policy development
- The eastern suburbs will be a key battleground at the next state election (and the forthcoming federal election) for both major parties, and they will want to have something to offer to the region
- Growth areas are more often the focus for new infrastructure, established areas tend toward improvements of existing infrastructure and services
- Policies developed for previous elections, while subject to revision for future elections, are a good starting point to identify potential priorities and ideas that the State Opposition will explore again

- Local MPs will have a role in identifying and feeding in projects and policy options to shadow ministers
- Bus network reviews and service upgrades may receive greater consideration in areas like the eastern suburbs which may not take priority over other areas with greater rail and road transport infrastructure needs and projects
- The State Opposition has always flagged that it doesn't believe the SRL is a priority project for Victoria, but has to balance its stance on this with the realisation that substantial contracts have already been signed by the current government. It will continue to examine alternative transport treatments to meet demands along the SRL corridor
- The North East Link project will be substantially underway by the next election and will be delivered. The Opposition are concerned by cost blowouts and local impacts of the project
- The recent release of the government's housing statement with its population targets for all councils, including those in the east, provides a new frame for councils to justify the case for further investment in infrastructure and services to meet growing demand
- The political needs and circumstances of an election campaign, and the key issues it's fought over may vary, but public transport, even if not at the centre of a campaign, will still see serious thought given and ideas generated on new policy and direction
- Highly localised responses to issues identified by the community as problems will be of interest to local members and candidates, wider network and system level improvements will sit more readily with shadow ministers.

7. Local Issue Presentation

Chris Hui, City of Whitehorse provided the group with a presentation to update on Council's *Easy Ride Routes Evaluation*.

First presented to the group several years ago, Chris explained the initiative was a key action from Council's 2016 cycling strategy. Impacted and accelerated by the Covid period, Council has installed 7-8 low stress routes, prioritised from an initial list of 20 potential projects. These have light infrastructure requirements – mainly line markings and wayfinding signage – and are aimed at giving cyclists confidence to use quieter roads.

In response to advocacy from cyclists for Council to do more, the next step is to assess how well the initial projects are working. How many people are using these routes, what's the safety report and the user experience?

A challenge for Council is to get feedback from that group in the community who are interested in cycling but concerned about safety, as distinct from regular cyclists who are typically better at making their voices and opinions heard.

Chris recruited community members to do 5 short evaluation rides (10 minute minimum in length) along the easy ride routes and then participants were asked to complete a short survey to provide feedback.

This provided a useful qualitative window into community attitudes which were generally very positive, and this work was supplemented by a technical review of the exercise.

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

8. General Business

No general business items were raised.

9. Next Meeting

The next meeting will be hosted online, and will commence at 6.30pm on Thursday, 15th August 2024

Action Summary

Action Items	Owner(s)	Deadline
1. ETC Secretariat to prepare an ETC submission to <i>Plan for Victoria</i> .	Secretariat	Submission due by 31 st August 2024
2. ETC Secretariat to invite VTAG to present at the next ETC meeting.	Secretariat	August 2024
3. Potential federal election advocacy projects to be identified by member councils for discussion at the next ETC meeting	Council officers	August 2024



Easy Ride Routes Evaluation

Eastern Transport Coalition

July 2024



Acknowledgement of Country

Whitehorse City Council acknowledges the Wurundjeri Woi-wurrung people of the Kulin Nation as the Traditional Owners of the land on which we are meeting and we pay our respect to Elders past present and emerging.



8/08/2024

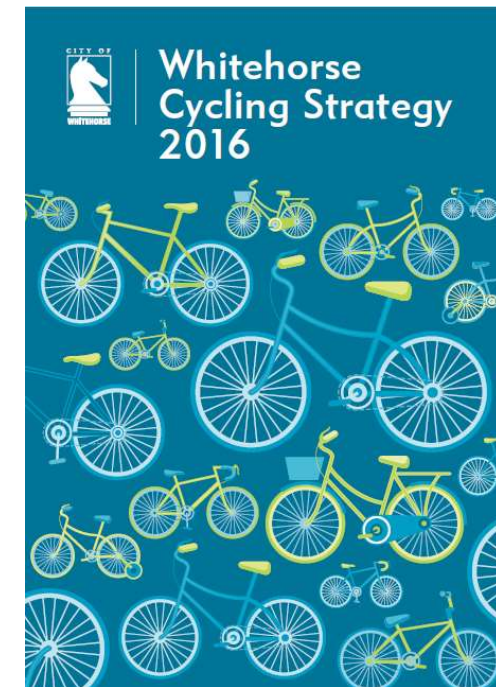
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Easy Ride Routes

- Low stress cycling routes
 - Key action from the Cycling Strategy
- Started implementing in 2021
- 8 routes installed between 2021 and 2023.



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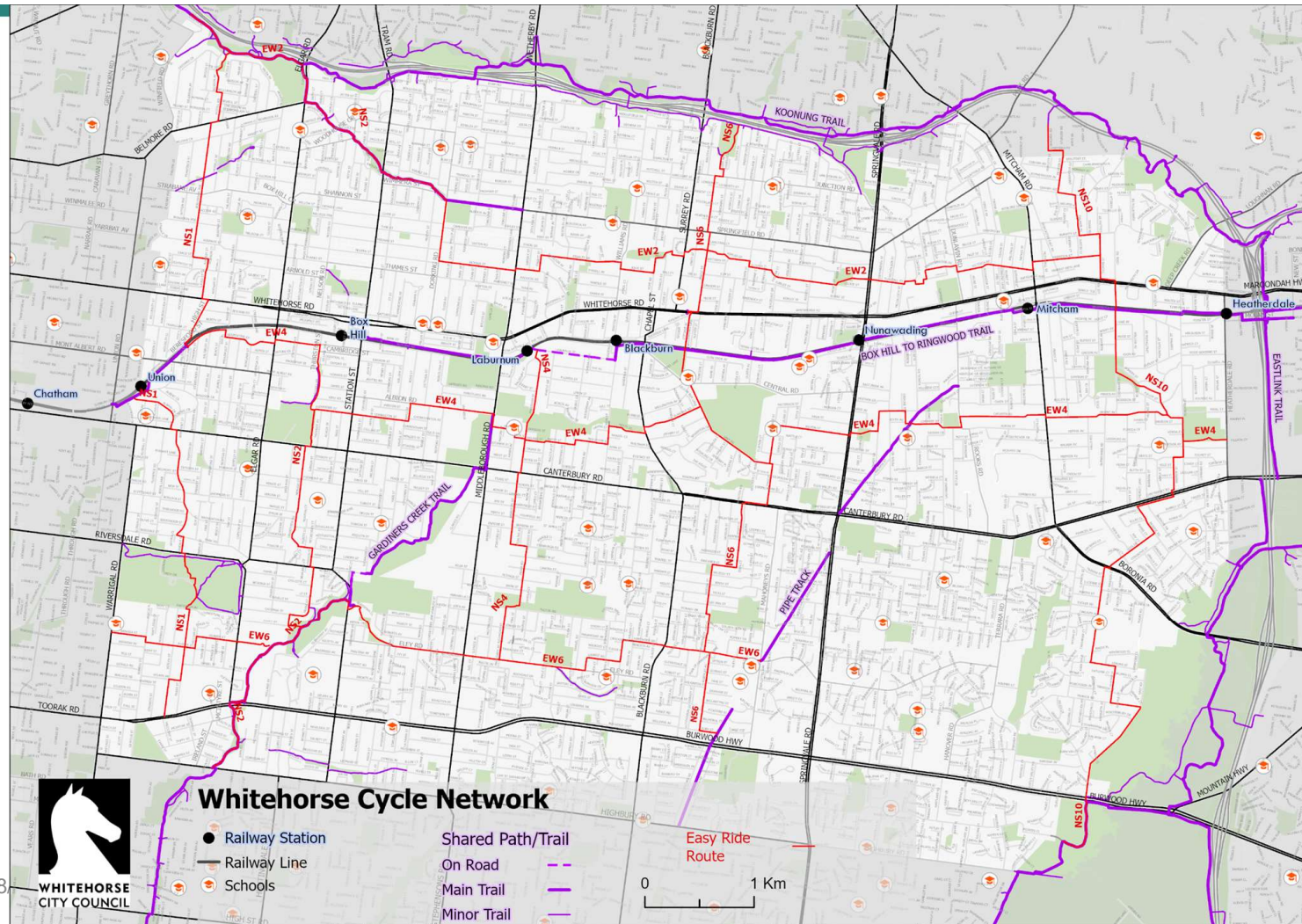
Easy Ride Routes



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Easy Ride Routes Evaluation

- Review the work completed to date.
- Get feedback from the public on their experience.
- Low stress cycling is supposed to target the 'Interested but Concerned'
- How do we get their feedback?



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Cycling Typologies

Four types of cyclists ¹¹

- >1% **STRONG AND FEARLESS**
Ride in almost any traffic conditions
- 7% **ENTHUSED AND CONFIDENT**
Comfortable riding in most situations including bike lanes along arterial roads
- 60% **INTERESTED BUT CONCERNED**
Find situations in which they have to negotiate with traffic streams uncomfortable but respond well to standalone paths and streets with little and slow traffic
- 33% **NO WAY NO HOW**
No interest in riding a bicycle



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Whitehorse City Council



Cycling Typologies

Provision of protected cycling infrastructure has the potential to substantially increase cycling participation

In 2020, VicHealth and Monash University surveyed over 4000 people across 37 local government areas in Greater Melbourne and regional Victoria. Respondents were categorised using the Geller Typology¹ to establish how confident they are with or without cycling infrastructure and questioned on bike usage. The Geller Typology classifies people as either *Strong and Fearless*, *Enthusied and Confident*, *Interested but Concerned* or *No Way No How* in relation to cycling.

1 in 2 people own a bike



but only

1 in 5 people ride at least once per week



Figure 1: Distribution of Geller Typology groups for Greater Melbourne

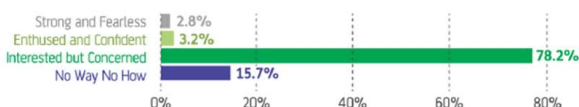
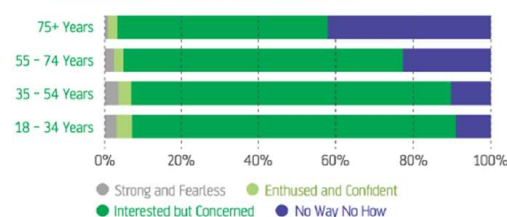


Figure 2: Distribution of Geller Typology groups by gender



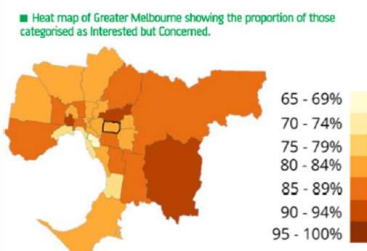
Figure 3: Distribution of Geller Typology groups by age



78% of people living in the Whitehorse City Council were classified as **Interested but Concerned**



People who are Interested but Concerned would ride a bike if physically separated bike lanes were provided.

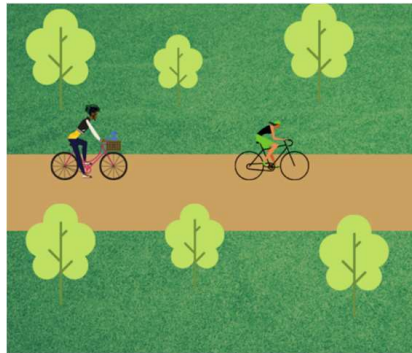


8/08/2



WHITEHORSE
CITY COUNCIL

Expression of Interest Survey



Off Road Path



Quiet local street,
residential



Quiet street,
with shops



Quiet street,
Shops and bike lane

Very Uncomfortable
Uncomfortable
Comfortable
Very Comfortable

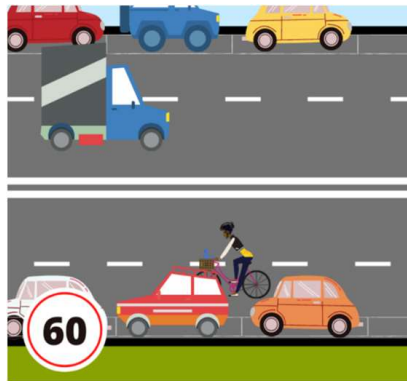
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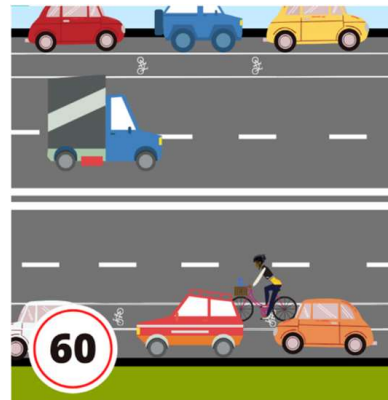
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Expression of Interest Survey



Busy street,
No bike lane



Busy street,
With bike lane

Very Uncomfortable
Uncomfortable
Comfortable
Very Comfortable

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Expression of Interest Survey

- Incentivised:
- Get \$50 to complete 5 short evaluation rides and provide feedback.



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Expression of Interest Response

262 Expressions of Interest

Typology	Responses		Whitehorse Typologies (Monash Uni)	Original Geller Typologies
Strong & Fearless	24	9%	3%	1%
Enthused & Confident	38	15%	3%	7%
Interested but Concerned	176	67%	78%	60%
No Way No How	24	9%	16%	33%
Total	262			



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Evaluation Participation

- 60 People Chosen from the 176 'Interested but Concerned'
- Demographic Spread
 - Age
 - Gender
 - Suburb



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Evaluation Participation

- 60 People Chosen
- 45 Completed Participation Form (ie Disclaimer)

Participants needed to complete 5 rides:

- 33 completed 1 ride
- 24 completed all 5 rides

A total of 141 evaluation surveys were completed.



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Overall Evaluation

Evaluation rides provided the Qualitative feedback

A Quantitative (technical) review was also undertaken



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Evaluation Summary

- 141 Evaluation rides completed.
- The majority of participants were not our 'usual' cyclists
- Relatively low cost (24 x \$50 = \$1200)

The Evaluation also doubled as promotion for the program



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Questions?



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VTAG VICTORIAN TRANSPORT ACTION GROUP

Email: info@victransport.com.au Facebook: www.facebook.com/victoriantransportactiongroup



Increasing Melbourne's Service Frequency

The cost-effective path to world-class public transport

June 2024

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Increasing Melbourne's Service Frequency

The cost-effective path to world-class public transport

Executive Summary

Service Frequency is a key component of significantly improving public transport services in metropolitan Melbourne across all modes.

Other components include rail and tram extensions, busways, grade separations and the transition to zero emission buses. All are worthy. However, out of the many ways that public transport can be compared across cities, it is service frequency where Melbourne's performance rates lowest relative to networks in comparable cities (including Sydney). Also when considered against other potential improvements, better all-day frequency can be delivered most rapidly, at low cost and without disruption.

Making services convenient by reducing waiting time is also the one that will have the highest recognition factor for Melburnians as it can transform their journeys to work, to school, health and other services - directly impacting upon their lives.

The transformative impact is considerable and further intensified when the cost of living is front of mind, especially where buying, financing and running a motor vehicle, with its inherent problems of cost, pollution and congestion is the only practical means of transport. The annual cost of running a vehicle (including registration, insurance, fuel and maintenance) is now reported to be \$15,754. A huge dent in a household's disposable income, amplified when second or more household vehicles are required for families to cover all the demands of work, education and social intercourse.

Having abundant all-week "turn-up-and-go" frequent public transport is what separates cities where public transport is a real choice for the many from those where it is an option only for the few.

Therefore government sponsored actions that reduce the reliance on private vehicles via measures that deliver a frequent viable public transport alternative are vote winners.

This paper examines the existing network and service conditions with emphasis on the current inequality within modes and throughout the week. Further, it identifies the prevalence and user experiences at different levels of service from over 60 minutes to as low as 5 minutes.

Whilst acknowledging the problems, this paper also offers solutions.

- Recommendation 1 - VTAG recommends that the Victorian Government put in place a major program which mirrors its successful staged approach to Level Crossing Removals: it should commit to a staged upgrade of Public Transport service frequencies across Melbourne over the next decade.
- Recommendation 2 - Moving towards a multimodal hierarchy could be done at the following times, Planning for the Metro Tunnel train timetables, Greenfields reviews of metropolitan rail timetables, Bus network reform, Staged program to reduce maximum waits for service completeness.
- Recommendation 3 - Budgets should be available for communicating improved services to the public

It delivers ways and means for increasing service frequency, reflecting passenger need, service completeness connectivity and so on. VTAG looks forward to discussing these solutions with the appropriate decision-makers.

Victorian Transport Action Group

This submission is made by the Victorian Transport Action Group (VTAG), an independent forum focused on solutions to Victoria's transport challenges.

Members of VTAG have expertise across passenger and freight transport, urban and regional planning, State and Local Government, I.T. and the environment, engineering, architecture, and urban design.

Australia is facing a climate and cost of living crisis. VTAG advocates for policies and projects that alleviate high travel costs and demonstrate meaningful reductions in emissions and prepares Victoria for a low-carbon future.

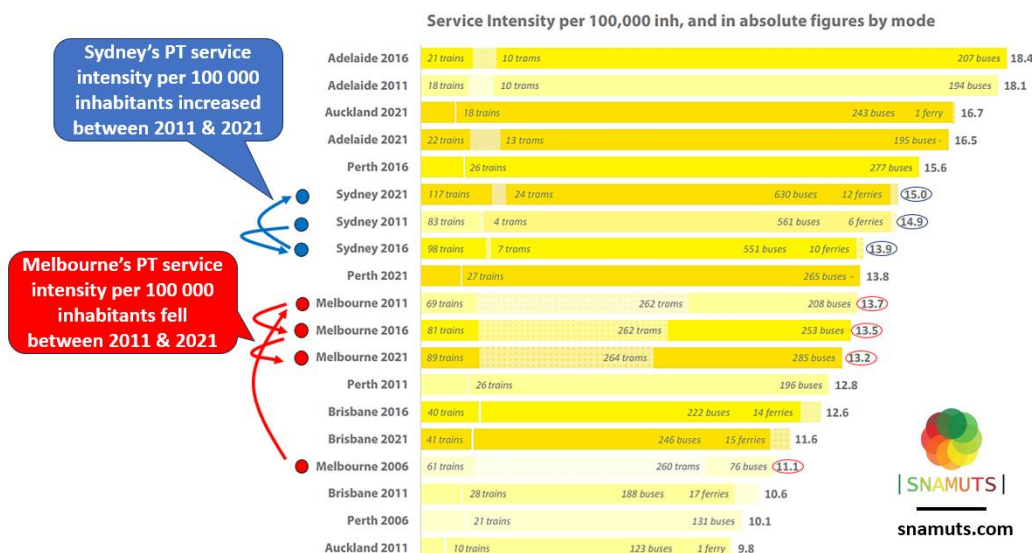
Melbourne's path to world-class public transport

It is commonly viewed within Government that there is no easy way to rapidly deliver the public transport the public wants, at an affordable price.

This paper shows how Melbourne can do so!

With the world's biggest tram network, extensive suburban rail and road grid suitable for efficient bus services, Melbourne should be one of the world's great transit cities reflected in high levels of public transport use. Yet Melbourne's mode share for public transport lags the three largest Canadian cities all comparable in culture, population and urban structure, while having less public transport infrastructure than Melbourne.

Melbourne also significantly trails Sydney, whose metropolitan population it has just surpassed. The table below shows that Melbourne's public transport service per 100 000 inhabitants has fallen since 2011 while Sydney's has risen, increasing service disparity between the two cities. Patronage reflects this, with Sydney's journey to work mode share for public transport in 2016 at 26.4% being 8% higher than Melbourne's at 18.2% (<https://chartingtransport.com/2017/10/24/trends-in-journey-to-work-mode-shares-in-australian-cities-to-2016>). This disparity has since substantially increased approaching 10% with service intensity expansion in Sydney but contraction in Melbourne.



A study of public transport in 65 major world cities was taken as part of the Oliver Wyman Forum's [Urban Mobility Readiness Index](#), which measures how well cities use and maintain their networks. Sydney is ranked 14th while Melbourne ranks at only 29th. The study states "Sydney boasts a strong multimodal transport network, seamlessly connecting bus, train, and ferry," adding that the "fully automated metro system ... is one of the world's most innovative transit systems." Further, its first metro line is being doubled in length and two other metro lines are concurrently under construction.

Even smaller cities like Perth have times of the week where trains and buses are far more frequent than Melbourne's.

The critical difference between cities is how they use their transport assets.

The answer is service frequency.

Other cities get better results in urban mobility than Melbourne because they work what they have harder all day, all week. Their 'frequent service all-week approach makes car ownership and use less a necessity. Frequency reinforces a virtuous circle encouraging patronage growth and stimulating economic and cultural activity close to public transport. Having abundant all-week turn-up-and-go public transport is what separates cities where public transport is a real choice for the many from those where it is an option only for the few.

Melbourne can join the frequent transit club too. With few exceptions, Melbourne already has the infrastructure, trains, trams and buses necessary. It is demonstrated around the world that people take advantage of frequent services, walking further to good public transport services, regarding transfers as increasing transit options rather than a penalty. Especially during this housing crisis, cost of living pressures are increasing demands for useful public transport, especially on weekends. Cities of similar if not lower GDP per capita already have extensive frequent networks having placed higher priority on public transport service frequency of service to attract patronage beyond peak services.

A claimed barrier/excuse often raised against increasing frequencies of trams, trains and buses in Melbourne was the city's large number of urban level crossings where modes come into conflict. This is despite the fact that trains were rarely delayed by level crossings, nor were level crossings historically regarded as an impediment to increased train service frequency especially as regards frequencies off-peak or on week-ends. Since 2017, 75 level crossings have been eliminated in Melbourne, as well as two tram/train crossings, and a further 45 level crossings are proposed for removal by 2030. These have improved road traffic flow; but there has been a conspicuous failure to spread benefits to passengers through higher all-day train frequencies and simplified, more frequent bus networks.

Nevertheless, there is now no excuse not to make good on commitments that level crossing removals enable improved public transport service frequencies.

The real barrier has been the absence of political will to add frequent services across the network, for longer each day across all days of the week and weekends.

Backed by a workable staged implementation program, patronage and other benefits set out will flow, these benefits increasing as Melbourne grows. The more useful the public transport network becomes, the more people will choose to use it, and the more this will shape our city in ways aspired under decades of strategic planning.

This paper presents a program to bring Melbourne into the 21st century with an opportunity-expanding 7 day turn-up-and-go public transport network on core routes along with simple and connected timetables on all others.

Benefits of Improved Service Frequency

The benefits of improved public transport service frequency are substantial as set out in this paper. To attract popular support, the range of benefits that service frequency brings should be widely promoted as a low cost way of delivering convenient public transport as compared with costly infrastructure projects. Enhancing service frequency is practical and makes high political sense with major beneficial flow-on impacts across society.

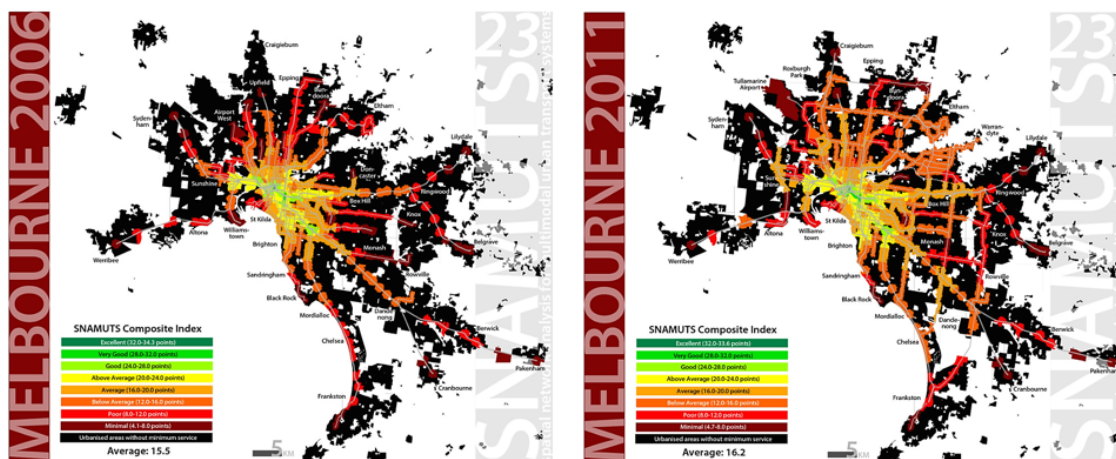
A co-ordinated approach across all transport modes would yield far higher social benefits, cost of living, health, environmental and urban amenity benefits.

Increased Patronage

The primary benefits of enhancing service frequency arise from the increased ridership it induces because the service is better and thus more convenient. Well-targeted frequency improvements contribute to shorter waits, better connections and a more dependable network without unexpected surprises (e.g. early evening finishes or low weekend services) that can strand the casual user and deter would-be regular users.

Public transport operates in a very competitive travel market in which its main competitor is the motor car. In this market, travel mode decisions are most often based on accessibility, safety, convenience, reliability and total journey time. Increasing service frequency addresses most of these directly or indirectly, with the power of this evident from the maps below.

Many middle suburbs gained improved accessibility between 2006 and 2011 thanks to the extension of orbital and Doncaster area SmartBus routes that run more frequently than regular routes. Frequency upgrades on more key routes would spread the gains to even more suburbs, particularly in growth areas.

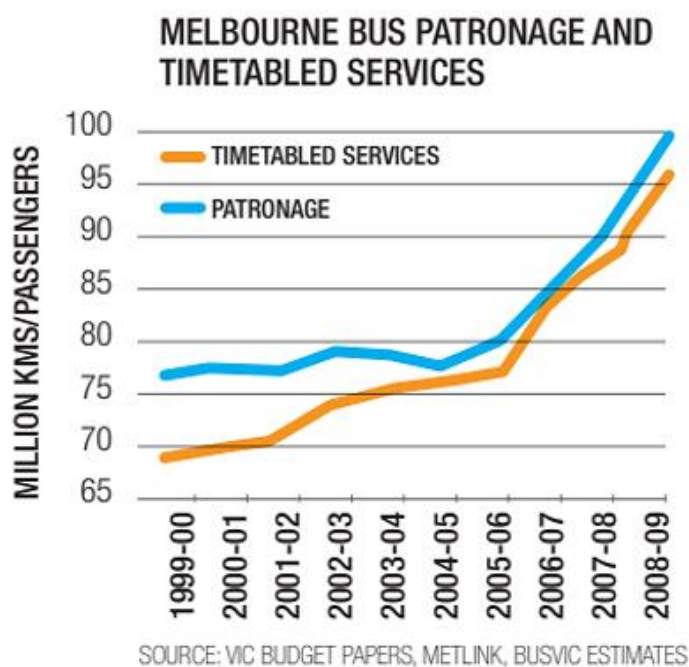


SNAMUTS measures accessibility by public transport. Black areas lack a defined minimum frequency of service (typically every 20 min weekdays, 30 min weekends). More maps available at snamuts.com

The power of service frequency to drive better usage tends to be greatest during off-peak times when opportunities to add services without needing to expand the fleet are greatest. The industry-standard Australian Transport And Planning guidelines indicate that public transport patronage is more responsive to service increases than fare cuts, with greater responsiveness off-peak and when frequencies are lowest (such as weekends and evenings). <https://www.atap.gov.au/sites/default/files/documents/atap-m1-public-transport.pdf>

Local examples or studies showing patronage responding to service frequency increases include:

1. In the three years from 2006, bus service in Melbourne increased by 25%. Patronage growth followed this closely, rising by 26%. See below.



Source: Bus Solutions Issue 1 Nov 2009, BusVic

2. The 2010 ATRF Monash University research paper *Understanding ridership drivers for bus rapid transit systems in Australia* found that service frequency was the factor that had the biggest influence on passenger boardings per route kilometre, with strong results from Melbourne's SmartBus network roll-out.
https://australasiantransportresearchforum.org.au/wp-content/uploads/2022/03/2010_Currie_Delbosc.pdf
3. The 2015 ATRF research paper *Bringing better buses to Brimbank* discusses the good patronage results obtained from a particularly cost-effective bus network reform implemented in 2014
<https://australasiantransportresearchforum.org.au/bringing-better-buses-to-brimbank-implementing-bus-network-reform-in-melbourne/>
4. Other successful instances where patronage has responded well to service increases include the new Point Cook and Wyndham networks of 2013 and 2015, university shuttles including routes like 401 and 601 and the 2023 bus frequency increases for Box Hill, Deakin University, Monash University and Southland.
<https://www.busnews.com.au/victoria-announces-additional-eastern-suburbs-bus-services/>

Reduced Reliance on Private Vehicles

A more frequent and reliable public transport system encourages commuters and other regular urban travellers to opt for public transport instead of private vehicles with many flow-on economic, social and environmental benefits as below. Reducing reliance on private vehicle travel together with these other benefits are key objectives for the transport system enshrined in the State's Transport Integration Act.

Improved Health Outcomes

Increased use of public transport following on from increased frequency means more people walking and cycling to catch public transport leads to better health outcomes for everyone, from children travelling to school to older folks maintaining an active life and greater social engagement through shared travel. Basic regular physical activity and social interaction reduces health costs of people and government.

Environmental Benefits and Reduced Congestion

A well-organised and frequent public transport system can ameliorate traffic congestion by giving people options other than driving. This not only benefits those opting for public transport, but also contributes to a more efficient and sustainable urban mobility system, less polluted, more sociable and safer urban environment. This is recognised in the Committee for Melbourne's report *Course Correction - Reforming Melbourne's buses*. Shown is that a reformed bus network that achieves the same levels of patronage as existing SmartBus services, could reduce over 100 million private vehicle trips annually, or deliver 10% of additional travel demand, in Melbourne by 2030 (Arup), reducing congestion, carbon emissions and road trauma.

Improved Accessibility and Opportunities

The need for reliable, frequent public transport has long been stated as a pillar of social justice. Transport forums, transport academics, social commentators et al, confirm the value to the community of providing transport that meets the demands of people whose opportunities are limited by disability and or their financial situation.

Enhancing service frequency ensures that public transport becomes more accessible to a broader range of individuals. This promotes inclusivity, opportunities and more connected and cohesive communities.

Reduced Travel Time, and Travel Costs

Increased service frequency reduces overall travel time for travellers, making public transport a more time-efficient and cost-effective option. Individuals save money on fuel, other vehicle costs, reduced wear and tear on vehicles and maintenance costs.

Reduced Cost of Living

In outer suburbs poorly served by public transport, 95% of trips are by private car. Families often have to cover the cost of running at least 2 motor cars, some with 4 or more cars depending on numbers of older children in a household. Transport ranks with housing as a major expenditure item contributing to household stress. With good public transport connection and frequency, families can alleviate high travel costs and impact on their cost of living.

Affordable Housing Accessibility

Improved public transport service frequency extends accessibility to areas that may be more affordable but are currently less connected. This not only promotes more equitable access to housing but also more affordable living arrangements without compromising access to essential services and employment.

Added to this, is that publicity for higher frequency services on existing rail and tram lines provides a further rationale for developers to progress adjacent or nearby medium density residential development thus helping to expand housing supply.

Economic Stimulus

An efficient and well-connected public transport system can stimulate economic activities in other ways. Savings on transport costs leaves more disposable income to be reinvested in the local economy. This, in turn, contributes to job creation and enhances the overall economic vitality of communities.

Existing network and service conditions

Melbourne's public transport network comprises:

a. Rail - faster public transport mode: the suburban radial train network typically operates at moderate frequencies during the day and low frequencies at night. V/Line trains to outer suburbs are usually faster (if not held up by metropolitan trains stopping at stations) but

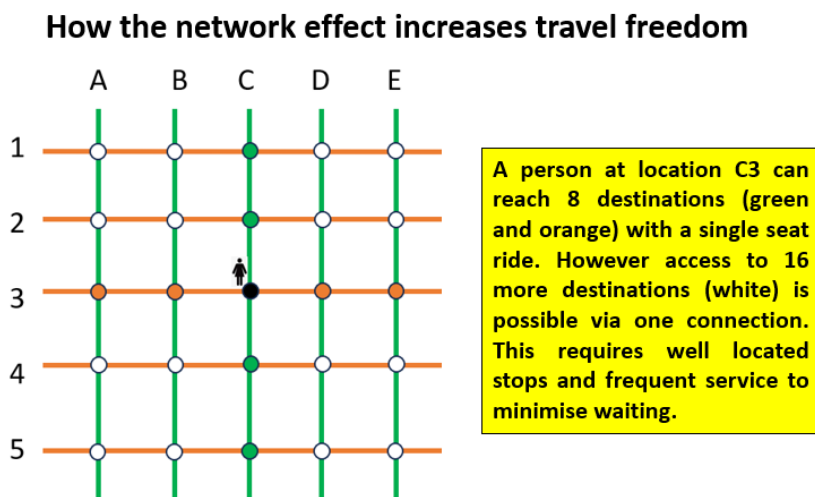
operating hours and frequencies tend to be lower. Despite some recent extensions the reach of rail services is effectively limited to 30% of Melbourne.

b. Trams - frequent but slow: the mostly radial on-road tram network serving many inner suburbs, but the tram service reach is limited to 25% of Melbourne.

c. Wide coverage: the bus network has many cross-suburban and rail feeder routes but only a few are fast or frequent. Bus service frequency is particularly important because for 70-75% of Melburnians beyond the effective reach of trams or trains, bus is the only form of public transport available and provides the glue that ties the entire public transport network together.

While many areas have one positive attribute (e.g. coverage, speed or frequency) in the public transport near them, very few locations have all three attributes required to form a coherent web or network.

While speed and coverage improvements are needed, frequency is the easiest to boost, in many if not most cases, not even requiring fleet expansions. In addition, higher frequency has indirect speed and reliability benefits as waiting times and trip time variability are reduced. These gains are highest when connecting between services, as required for the 'network effect' to act as shown below:

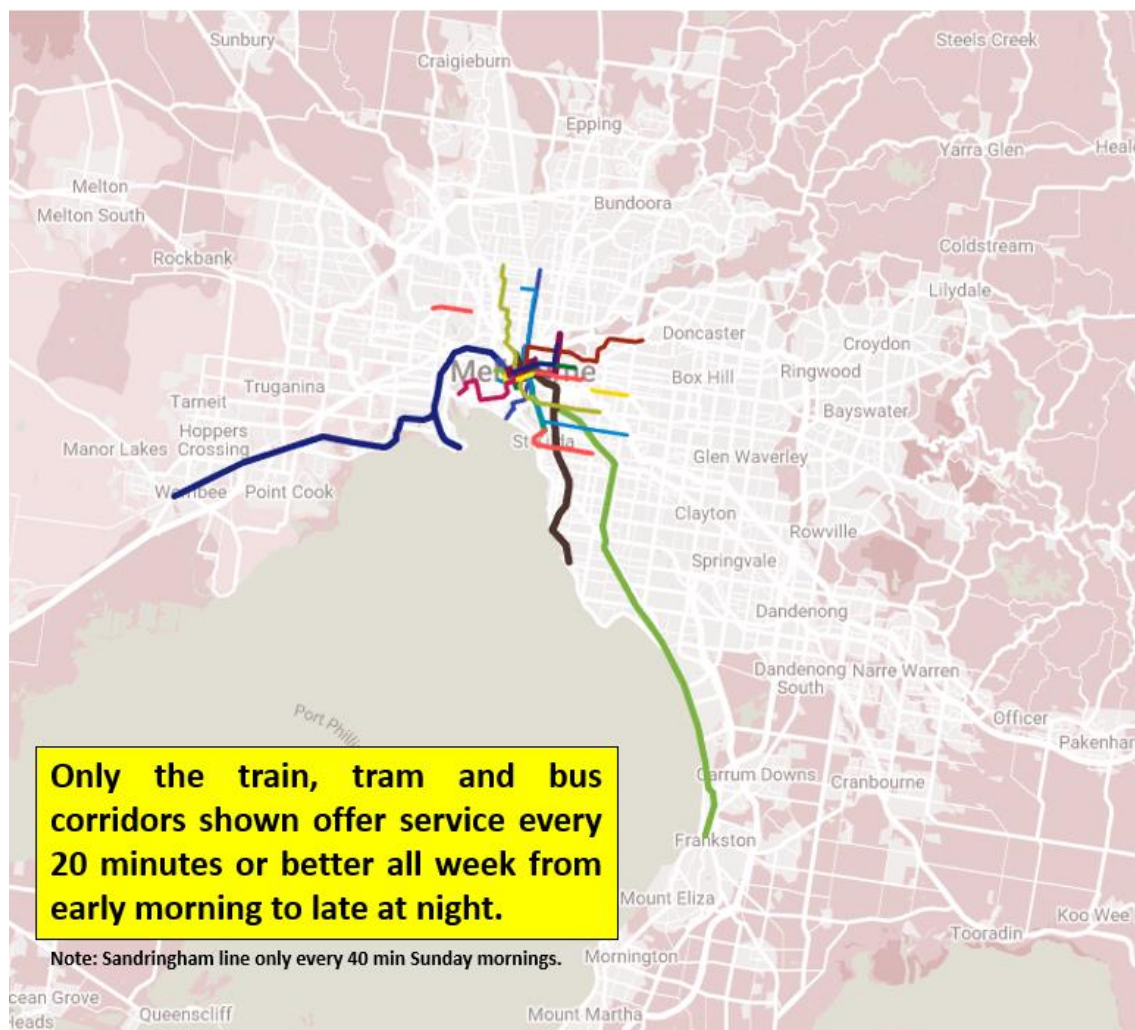


Travel across suburbs and on weekends is most constrained by infrequent service, even though these are the types of trips that have grown fastest post-pandemic. This is largely because many train and bus frequencies were last seriously reviewed 15 to 40 years ago when Melbourne was much smaller and travel patterns were different.

Where is Melbourne's frequent service?

Using the widely accepted definition of frequency being a service every 15 minutes or better, Melbourne does not have an all-week frequent network outside some inner areas fortunate enough to have overlapping lines or routes.

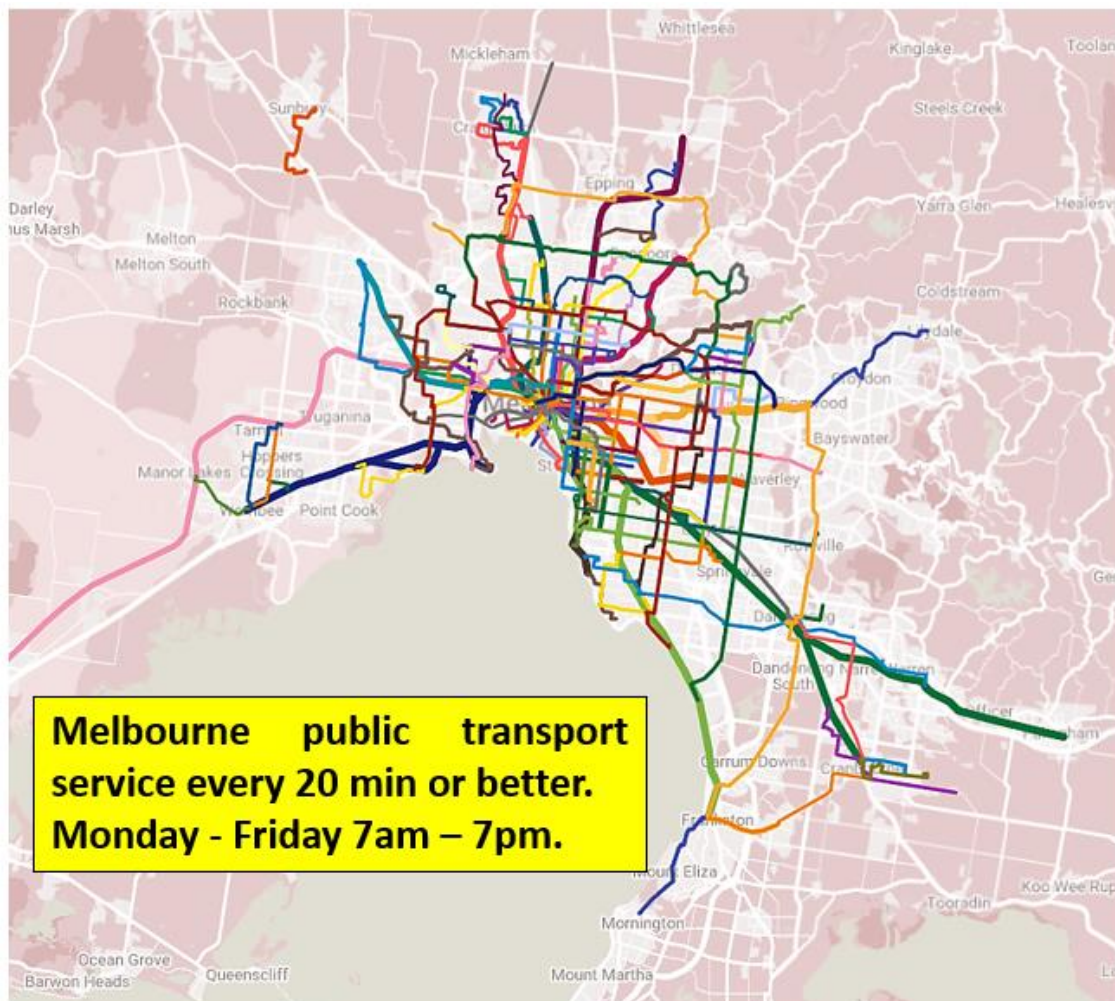
With a lower 20 minute service threshold, the situation improves only slightly, as mapped below:



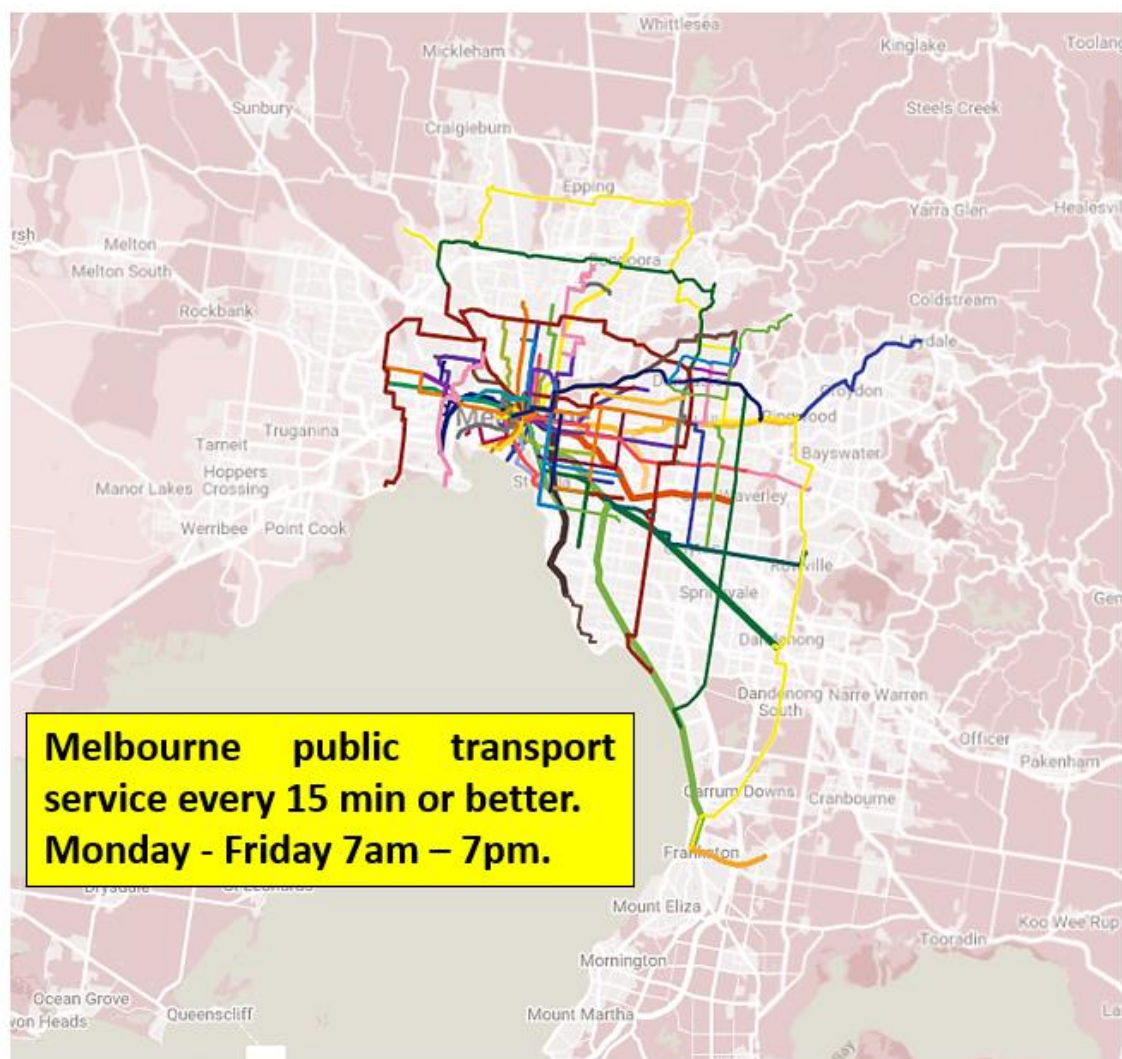
The above map shows the scarcity of all-week frequent service across Melbourne, even at the relaxed standard of 20 minute maximum waits. Key train lines are noticeable by their absence and not even most trams (which are generally more frequent) qualify. Not one individual bus route qualifies, although a very small number of multi-route corridors do. Because almost all frequent routes are radial, suburban connection points, where frequent

routes intersect, are very rare. Thus long waits are the rule rather than the exception, particularly if trying to change between services.

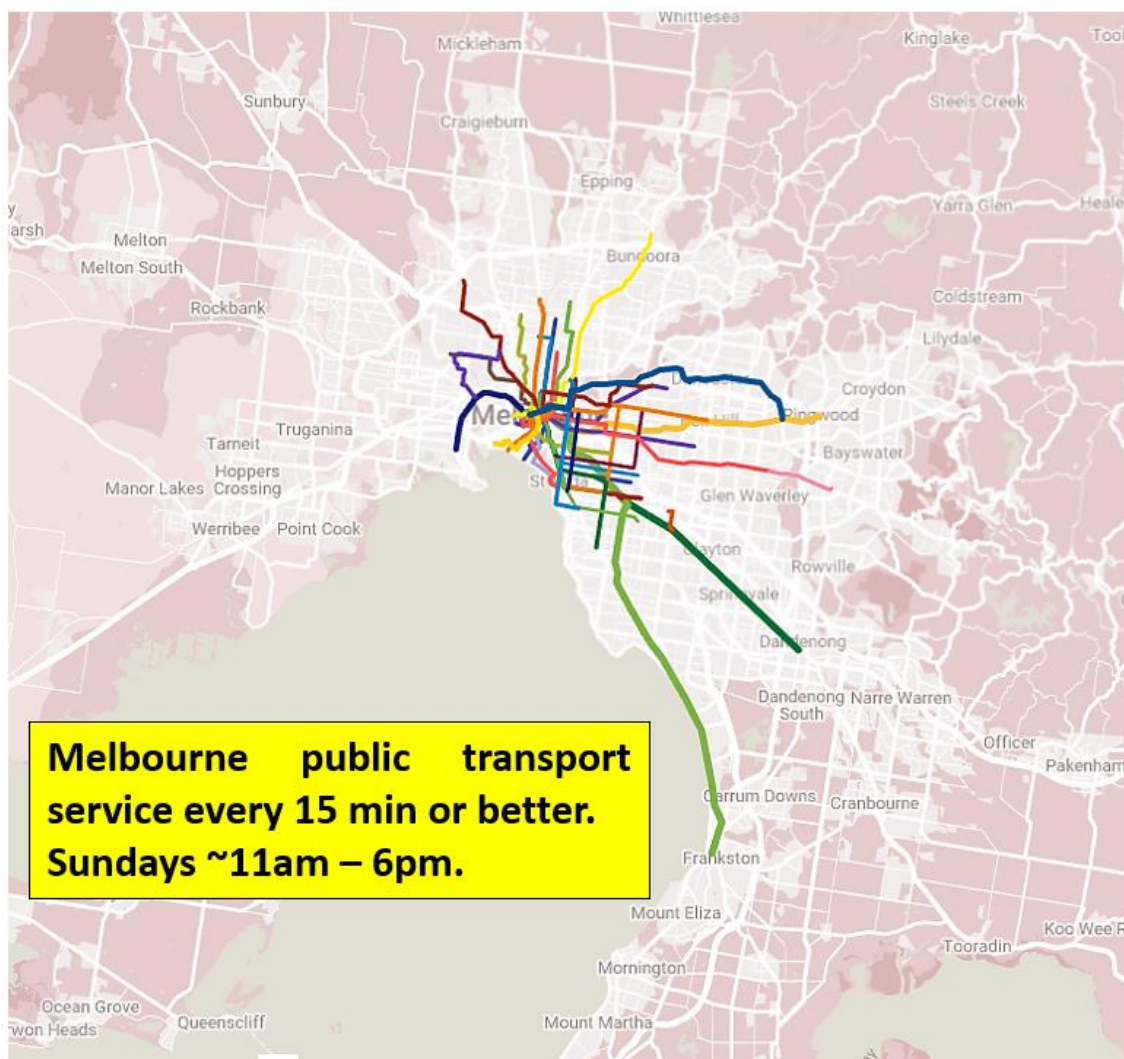
Weekday daytime service is much more abundant. The entire tram network meets the 20 minute maximum wait threshold. So does most of the metropolitan train network, with stations east of Ringwood the major gap. Many more bus routes also qualify, though there remain shortfalls in some areas.



Raising the bar to a more accepted 15 minute wait on weekdays changes the map greatly. Trams are still there but many train lines, particularly in Melbourne's north and west, no longer qualify. Far fewer buses are showing too. The impression is a frequent network that is skewed towards inner and middle-eastern suburbs, with the west and north missing out.



The service bias against the north, west and most outer eastern suburbs continues on weekends. Trams remain but only a few bus routes have weekend frequency. This is despite buses being the sole public transport to many major suburban shopping centres which tend to be busiest on weekends.

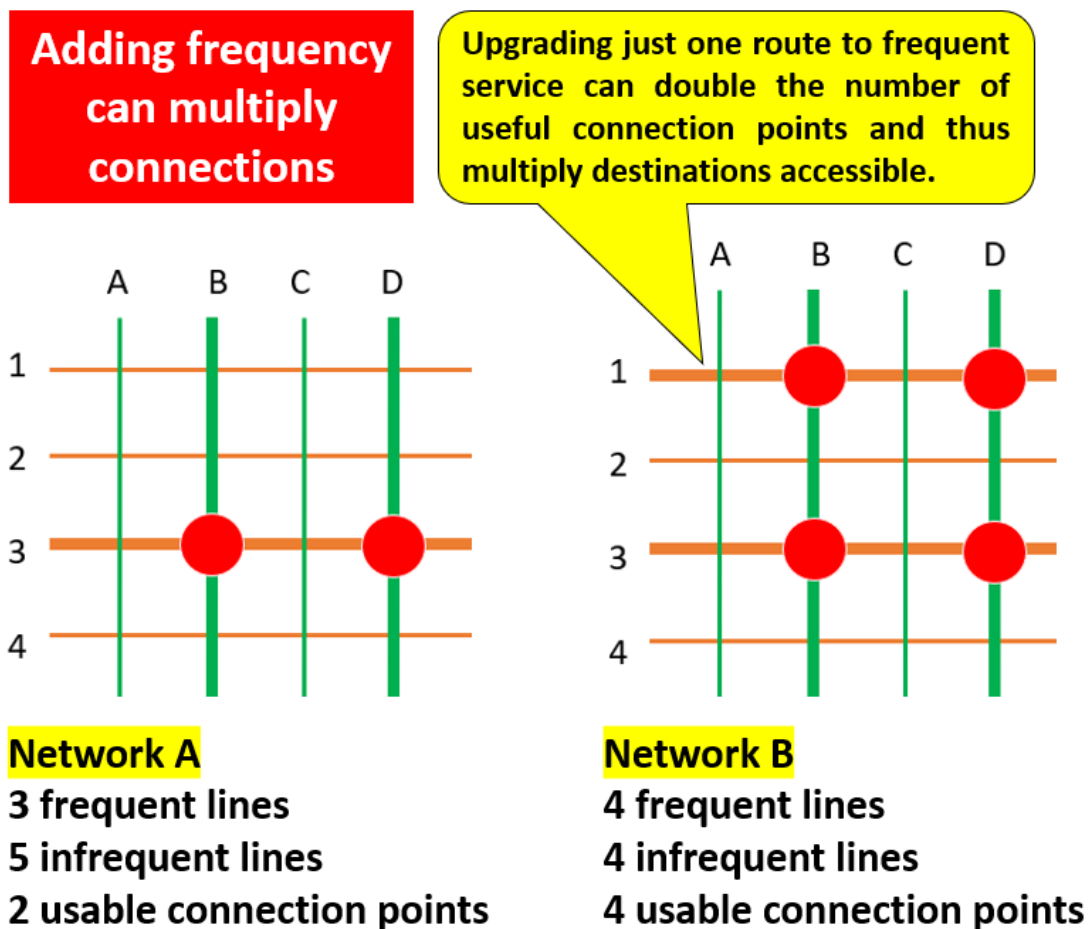


Very notable is that the span of frequent service is limited on weekends. There may be frequent service in one direction but not the other, with Sunday mornings a particular problem area. This is especially an issue for retail and hospitality workers who are typically travelling earlier and later than shoppers.

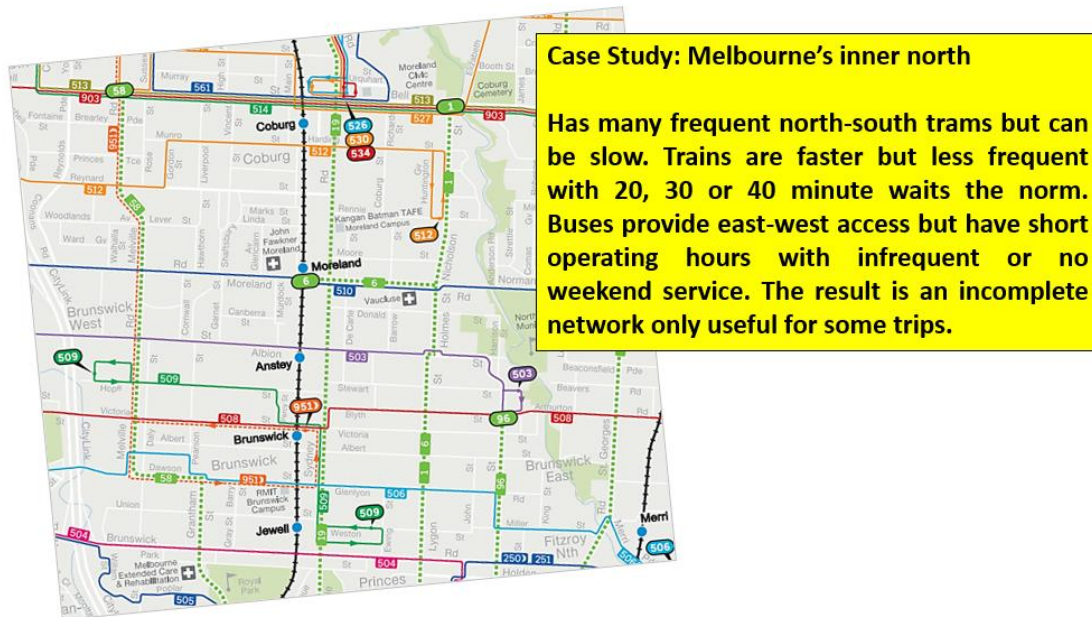
Frequency and the network effect

As important as having more lines operating frequently, is increasing the number of connection points to enable the network effect. Routes may intersect on a map, but easy physical interchange and good frequency (or a timed transfer) are necessary to form a useful connection point.

Particularly encouraging is the disproportionate effect that well-targeted frequency increases can have on network connectivity. The example below starts with three frequent routes, five infrequent routes and two useful connecting points. Upgrading one route to frequent status (which may need only 10-15% more annual service kilometres) doubles the number of useful connecting points, and thus destinations accessible. In this case, it is likely that patronage will rise by a greater extent than the increase in service (i.e. >1 elasticity) due to this network effect.



Opportunities for cost-effective patronage growth are even greater in areas where parallel frequent routes to and from the CBD already exist but there are no consistently frequent cross-routes. The result is that while there are currently no 7 day connection points, only relatively small increases in weekly service kilometres are needed to add them. Notable examples include many middle distance eastern and south-eastern suburbs and much of the tram-rich inner north, as illustrated below.

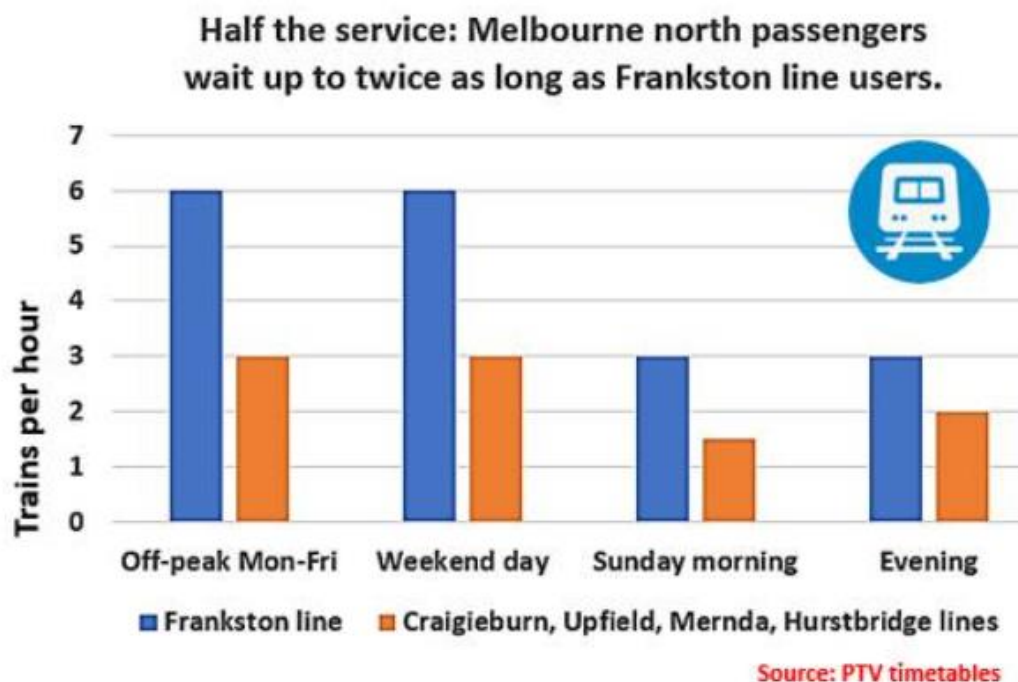


In the inner north's case, boosting 7 day frequency on key east-west bus routes would transform the network from parallel lines to a grid, creating new connection points and multiplying journey opportunities.

Service inequality within modes.

Inequality within modes, even where lines get comparable patronage, is common. Timetables and service levels are too rarely reviewed and there is little growth funding for service, even where needs are highest. Political considerations may drive who gets what as much as if not more than patronage or social needs.

It is common for waits on some lines to be double others, even on comparable lines with similar patronage levels. As graphed below, the Frankston line is the 'gold standard' with 7 day frequent service. In contrast lines in the north, chiefly Craigieburn and Mernda, only get frequent service a few hours of the day during peak periods. Upgrading services on these lines would assist in network effect connectivity with other train lines, trams and buses.



There are also substantial inequalities between bus routes. Again, much of this can be traced to history (e.g. whether a bus was once a cable tram or operated by the Tramways Board) rather than patronage or social need.

Routes where service provision lags usage exist in the Point Cook – Werribee – Tarneit area, around Springvale-Dandenong, Footscray-Sunshine and in the north around Craigieburn. Weekend buses around major shopping centres often attract high patronage but may only run hourly. Even less service is offered for popular routes across Melbourne's north and south-east that missed out on the Brumby government's minimum service standard program. Timetables for these reflect a previous era, including finishing at midday Saturdays, having gaps of up to 2 hours on Saturday afternoons and not operating Sundays. The 2024-25 state budget investment to boost one such route, the 800 on Princes Hwy between Dandenong and Chadstone, to run 7 days is the type of upgrades that would have wide benefits if extended to more routes.

Service inequality throughout the week.

Substantial parts of Melbourne's public transport network operate frequently during the weekday peaks. A lesser but a not insignificant proportion operates frequently interpeak on weekdays (see previous maps). This proves that frequency is possible where there is the will.

However too little of the network operates frequently all week to:

- (a) ensure it exists when people want to use it; and
- (b) enable efficient connections between services for trips (likely the majority) that require an interchange.

It is common for even well-used routes to be relatively frequent on weekdays but with service dropping off on weekends or parts of weekends. This is a reflection of timetables lagging behind modern working and shopping patterns. A few noteworthy instances include:

- Popular tram routes like the 86 offer a turn-up-and-go service during the day but typically drop to half hourly on Sunday mornings and Sunday evenings.
- The busy Dandenong line operates a 10 minute service during the day, but services drop to every 30 minutes on weekend evenings and Sunday mornings.
- Sunday morning services on train lines in Melbourne's north are every 40 minutes, reducing the ability for people to get to jobs and for public transport to support weekend events.
- Clusters of bus routes in certain parts of Melbourne such as the inner-middle north (404, 468, 503, 506, 512, 526, 536, 538, 546, 549, 558, 559), inner east (284, 285, 548) and Dandenong (802, 804, 814, 844, 857, 885) with limited hours 5 or 6 day timetables mostly unreformed for decades despite these routes serving key destinations or densifying neighbourhoods.
- The popular 408 bus, which serves key destinations like Sunshine Hospital and Highpoint Shopping Centre operates every 20 minutes Monday to Saturday but drops to hourly on Sundays, despite high demand and cases of passengers being left behind.
- The Sandringham train line enjoys better than average service for Melbourne, with a 15 minute weekday services and a 20 minute weekend and evening frequency. However, maximum waits on the line are 40 minutes due to a Sunday morning service level essentially unchanged for decades. An upgrade would have maximum waits and reduce the need to check timetables and make detailed trip plans.
- Melbourne's premium SmartBus routes operate every 15 minutes on weekdays but drop to every 30 minutes evenings and weekends despite high loadings. Equivalent premium bus routes in cities such as Sydney, Brisbane and Perth tend to maintain their high weekday frequency on weekends, at least during the day.

Cases like the above are replicated all across Melbourne. Especially for the train and tram examples a relatively small percentage increase in services operated per week can cut

maximum waits by as much as half during popular times. Also, higher frequency means better connectivity between modes, even where no special effort has been made to coordinate services.

Patronage successes of more frequent service

Melbourne spends a lot of money on private operators to run services as well as DTP as overheads. Unfortunately, this is spread over fewer passengers than is desirable due to our choice not to run the frequent all-week service a modern city demands. This is despite most of the network's costs being fixed and the low marginal costs of adding off-peak service.

The 1999 Sunday train and tram service boosts, 2006 Meeting Our Transport Challenges (MOTC) minimum service standards roll-out, SmartBus orbitals, 2010's Doncaster Area Rapid Transit and network revamps in Point Cook (2013), Brimbank (2014) and Wyndham (2015) are all examples of patronage following service uplifts. More recent 2023 bus frequency upgrades in Melbourne's eastern suburbs have also seen encouraging usage gains.

Recent studies from Infrastructure Victoria, the Committee for Melbourne and even the government's own Bus Plan recognise the importance of frequency. As set out above, frequency also has wider benefits, especially in outer suburbs – growth areas. There, rising costs of living and the imposition of owning and maintaining costly, income draining private transport with multiple vehicle ownership, makes the availability of reliable, frequent convenient public transport not just an option, but a necessity.

Sydney, especially, recognises the need for frequency on its public transport. Like Melbourne it has had a large infrastructure agenda for public transport in the last decade. However, unlike Melbourne, it has backed this up with substantial service uplifts across trains, trams and buses. The result is that waits for trains, trams and key bus routes in Sydney are often now half Melbourne's, particularly nights and weekends. By neglecting service frequency, Melbourne risks having public transport that is performing well below potential, notwithstanding its infrastructure construction program.

Prevalence and user experiences of various service levels

The first requirement for people to be able to use public transport is that service must exist. This requires routes within reasonable walking distances of (nearly) everyone (i.e. coverage). Secondly, there must be service operating on the days and over the hours when

people need to travel (i.e. service span).

Most Melburnians have reasonable network coverage, with the main gaps in fringe areas. Bus operating hours were significantly improved on many routes about 15 years ago; but most routes remain without service after approximately 9pm and early on weekend mornings.

Attention to both coverage and span would provide a 'safety net' service that can meet basic transport needs. There is a strong social equity case for such a network. However, without service frequency, safety net bus services are unlikely to attract high modal share, and thus contribute to the wider benefits that public transport can deliver.

Advancement beyond a basic service requires frequency. High frequency makes trips quicker and interchanging convenient. Both vastly increase the number of trips that can reasonably be made, since people typically have a limit to how long they will travel for a particular purpose. "Frequency is freedom" and "Faster travel extends life" are two common maxims.


While acknowledging the fundamental need for coverage and span, this paper will concentrate on frequency due to (a) its power to improve public transport connectivity and thus individual mobility and (b) its benefits being so underestimated in Melbourne.

Over 60 minutes

Such 'super waits' are mercifully rare on the Melbourne public transport network, although several examples exist. For instance the Stony Point line, certain times on weekends on the Melton and Pakenham lines.

Some bus routes also have these long super wait gaps. Mostly these are local routes in areas like Rowville, Pakenham and Frankston. However, there are exceptions: notably routes 800 and 804 between Dandenong and Chadstone; both of these drops to every 2 hours on Saturday afternoons.

The good thing about there not being many >60 minute waits is that eliminating them is cheap by adding a handful of extra trips per week per route or line.

**Route 804** Chadstone SC via Wheelers Hill

Even bus routes to major shopping centres can operate as infrequently as every 120 minutes on weekends.

		Saturday											
Wheelchair Accessible Services		am	am	am	am	am	am	am	pm	pm	pm	pm	pm
Morning (am) / Afternoon (pm)		am	am	am	am	am	am	am	pm	pm	pm	pm	pm
Dandenong Station/Foster St (Dandenong)	DEP	6:06	7:36	8:31	9:25	10:25	11:31	12:30	2:30	4:32			
Langhorne Pl/Langhorne St (Dandenong)		6:07	7:38	8:33	9:27	10:27	11:33	12:32	2:32	4:34			
Dandenong Market/Cleeland St (Dandenong)		6:08	7:39	8:34	9:28	10:29	11:35	12:34	2:34	4:36			
Cleeland Street Medical Centre/Cleeland St (Dandenong)		6:09	7:40	8:35	9:29	10:30	11:36	12:35	2:35	4:37			
Ann St/Cleeland St (Dandenong)		6:09	7:41	8:36	9:30	10:31	11:37	12:36	2:36	4:38			
Dandenong Hospital/Cleeland St (Dandenong)		6:10	7:42	8:37	9:31	10:31	11:37	12:36	2:36	4:38			
Chisholm Institute/Cleeland St (Dandenong)		6:11	7:43	8:38	9:32	10:33	11:39	12:38	2:38	4:40			
Oasis Post/Cleeland St (Dandenong)		6:11	7:43	8:39	9:33	10:34	11:40	12:39	2:39	4:41			
Nicole Ave/Boyd St (Dandenong North)		6:12	7:44	8:39	9:33	10:34	11:40	12:39	2:39	4:41			
Avril St/Boyd St (Dandenong North)		6:12	7:44	8:40	9:34	10:35	11:41	12:40	2:40	4:42			
Philip St/Boyd St (Dandenong North)		6:13	7:45	8:40	9:34	10:36	11:42	12:41	2:41	4:43			
Scullin St/Boyd St (Dandenong North)		6:13	7:46	8:41	9:35	10:36	11:43	12:42	2:42	4:43			
Boyd St/Curtin Cres (Dandenong North)		6:14	7:46	8:42	9:36	10:37	11:43	12:42	2:42	4:44			
Curtin Cres/Menzies Ave (Dandenong North)		6:14	7:47	8:42	9:36	10:38	11:44	12:43	2:43	4:45			
Fadden St/Menzies Ave (Dandenong North)		6:15	7:47	8:43	9:37	10:38	11:45	12:44	2:44	4:45			
Kandra St/Gladstone Rd (Dandenong North)		6:16	7:48	8:44	9:38	10:39	11:46	12:45	2:45	4:46			
Carlton Rd/Gladstone Rd (Dandenong North)		6:16	7:49	8:44	9:38	10:40	11:46	12:45	2:45	4:47			
Lyndale Sec Col/Gladstone Rd (Dandenong North)		6:17	7:49	8:45	9:39	10:41	11:47	12:46	2:46	4:48			
Brady Rd/Gladstone Rd (Dandenong North)		6:17	7:50	8:46	9:40	10:41	11:48	12:47	2:47	4:48			

Note: No service on Sundays

Every 60 minutes

A consistent hourly timetable has benefits in that it is easy to remember. Major service upgrades about 20 years ago brought the main regional train lines up to this standard at most times. 60 minutes is the 'safety net' minimum standard frequency for Melbourne buses adopted in the 2006 'Meeting Our Transport Challenges' plan, although implementation remains incomplete.

Town buses in larger regional cities often run every 60 minutes. 60 minutes is also the base frequency for Melbourne's Night Network trains and buses.

A 60 minute bus headway can harmonise with 10, 15, 20, 30 and 60 minute train frequencies, enabling potential timed connections.

It is not however compatible with 40 minute train frequencies such as seen on the Ballarat line on weekdays, the Geelong line on weekends and many Melbourne lines on Sunday mornings. The outcome of unharmonised frequencies like these is that if connections exist at all they recur only every 2 hours, which further lowers effective frequencies.

The main liability of 60 minute frequencies is that they do not suit other than casual appointments. Connections, particularly with other buses, may be poor. The service is fragile; a cancellation on a 60 minute service means two hours between trips. Crowding is also a common issue, especially on weekends around major shopping centres where timetables have not kept up with demand.



Every 40 minutes

Like hourly frequencies, Melburnians loathe 40 minute frequencies. Yet they plague the bus network, including on some of our most productive routes in western and northern Melbourne.

Long maximum waits add to the uncertainty of catching trains. For casual users, this can deter people from travelling even at times when the service is better. Whereas maximum waits on key train lines in other cities may be 15 minutes (Sydney day and night, Perth day only), the equivalent maximum on many Melbourne lines is 40 minutes. That means a big difference in how people regard and use the network.

Unfortunately, 40 minute maximum waits are widespread across Melbourne's train network, especially in northern and western suburbs. Examples include the entirety of the suburban Sunbury, Craigieburn, Upfield, Mernda, Hurstbridge and Sandringham lines on Sunday mornings.

Such 40 minute headways lack the 'memory timetable' that services every 60, 30, 20, 15 and 10 minutes have. Perhaps their only merit is that they harmonise with trains every 20 minutes, as is typical in Melbourne's west, north and outer south-east. Hence 40 minutes is a very common off-peak frequency for bus routes, even though the patronage on some in

areas like Tarneit, Point Cook and Craigieburn would easily justify a 7 day 20 minute service.

Every 40 minutes is the most common off-peak frequency for growth area buses in Melbourne. This is true even for popular routes such as Tarneit's Route 150.

CDC MELBOURNE

Route 150 Tarneit Station via Sayers Rd

Service operates from 19.11.2023 until further notice

	Monday to Friday															
	am	am	am	am	am	am	am	am	am	am	am	pm	pm	pm	pm	pm
Wheelchair Accessible Services																
Morning (am) / Afternoon (pm)	5:31	6:07	6:31	6:51	7:16	7:40	8:02	8:18	8:33	8:54	9:36	10:16	10:58	11:38	12:20	12:58
Tarneit Station (via Sayers Rd)	5:32	6:08	6:32	6:52	7:17	7:41	8:03	8:19	8:34	8:55	9:37	10:17	10:59	11:39	12:21	12:59
Williams Landing Station (Williams Landing)	5:33	6:09	6:33	6:53	7:18	7:42	8:04	8:20	8:35	8:56	9:38	10:18	11:00	11:40	12:22	1:00
Overton Rd/Kendal St (Williams Landing)	5:34	6:10	6:34	6:54	7:19	7:43	8:05	8:21	8:36	8:57	9:39	10:19	11:01	11:41	12:23	1:01
Overton Rd/Palmers Rd (Williams Landing)	5:34	6:11	6:35	6:55	7:20	7:44	8:06	8:22	8:37	8:58	9:40	10:20	11:02	11:42	12:24	1:02
Williams Landing Bvd/Palmers Rd (Williams Landing)	5:35	6:12	6:36	6:56	7:21	7:45	8:07	8:23	8:38	8:59	9:41	10:21	11:03	11:43	12:25	1:03
Delaney Bvd/Palmers Rd (Williams Landing)	5:36	6:13	6:37	6:57	7:22	7:46	8:08	8:24	8:39	9:00	9:42	10:22	11:04	11:44	12:26	1:04
Cresswell Ave/Palmers Rd (Williams Landing)	5:37	6:13	6:37	6:57	7:22	7:46	8:08	8:24	8:39	9:00	9:42	10:22	11:04	11:44	12:26	1:04
Palmers Rd/Sayers Rd (Williams Landing)	5:37	6:13	6:37	6:57	7:22	7:46	8:08	8:24	8:39	9:00	9:42	10:22	11:04	11:44	12:26	1:04
Wellands Bvd/Sayers Rd (Truganina)	5:37	6:13	6:37	6:57	7:22	7:46	8:08	8:24	8:39	9:00	9:42	10:22	11:04	11:44	12:26	1:04
Marsh Dr/Sayers Rd (Truganina)	5:38	6:15	6:38	6:58	7:23	7:47	8:09	8:25	8:40	9:01	9:43	10:23	11:05	11:45	12:27	1:05
Forryth Rd/Sayers Rd (Truganina)	5:39	6:16	6:40	7:00	7:25	7:50	8:11	8:27	8:42	9:03	9:45	10:25	11:07	11:47	12:29	1:07
Westbourne Grammar School/Sayers Rd (Truganina)	5:40	6:17	6:41	7:01	7:26	7:51	8:12	8:28	8:43	9:04	9:46	10:26	11:08	11:48	12:30	1:08
Al-Taqwa College/Sayers Rd (Truganina)	5:41	6:18	6:42	7:02	7:27	7:52	8:13	8:29	8:44	9:05	9:47	10:27	11:09	11:49	12:31	1:09
Double Bvd/Sayers Rd (Truganina)	5:42	6:19	6:43	7:03	7:28	7:53	8:14	8:30	8:45	9:06	9:48	10:28	11:10	11:50	12:32	1:10
Widom Ave/Sayers Rd (Truganina)	5:43	6:20	6:44	7:04	7:29	7:54	8:15	8:31	8:46	9:07	9:49	10:29	11:11	11:51	12:33	1:11
St James Wood Dr/Sayers Rd (Tarneit)	5:44	6:21	6:45	7:05	7:30	7:55	8:16	8:32	8:47	9:08	9:50	10:30	11:12	11:52	12:34	1:12
Wynham Village SC/Sayers Rd (Tarneit)	5:45	6:22	6:46	7:06	7:31	7:56	8:17	8:33	8:48	9:09	9:51	10:31	11:13	11:53	12:35	1:13
Thomas Carr Dr/Sayers Rd (Tarneit)	5:46	6:23	6:47	7:07	7:32	7:57	8:18	8:34	8:49	9:10	9:52	10:32	11:14	11:54	12:36	1:14
Silwood Bvd/Sayers Rd (Tarneit)	5:48	6:25	6:50	7:10	7:35	8:00	8:21	8:37	8:52	9:13	9:55	10:35	11:17	11:57	12:38	1:15
Seasons Bvd/Sayers Rd (Tarneit)	5:49	6:27	6:51	7:11	7:36	8:01	8:22	8:38	8:53	9:14	9:56	10:36	11:18	11:58	12:40	1:16
Inverell Pkwy/Dennistown Rd (Tarneit)	5:50	6:28	6:52	7:12	7:37	8:02	8:23	8:39	8:54	9:15	9:57	10:37	11:19	11:59	12:41	1:17
Watagan St/Dennistown Rd (Tarneit)	5:51	6:29	6:53	7:13	7:38	8:03	8:24	8:40	8:55	9:16	9:58	10:38	11:20	12:00	12:42	1:18
Tarneit Station (Tarneit)	5:53	6:32	6:56	7:16	7:41	8:06	8:27	8:43	8:58	9:19	10:01	10:41	11:23	12:03	12:45	1:20

	Monday to Friday															
	pm	pm	pm	pm	pm	pm	pm	pm	pm	pm	pm	pm	pm	pm	pm	pm
Wheelchair Accessible Services																
Morning (am) / Afternoon (pm)	2:21	3:01	3:25	3:40	4:00	4:20	4:45	5:00	5:15	5:36	6:03	6:23	6:43	7:05	7:40	8:32
Tarneit Station (via Sayers Rd)	2:22	3:02	3:26	3:41	4:01	4:21	4:46	5:01	5:16	5:37	6:04	6:24	6:44	7:06	7:41	8:33
Williams Landing Station (Williams Landing)	2:23	3:03	3:27	3:42	4:02	4:22	4:47	5:02	5:17	5:38	6:05	6:25	6:45	7:07	7:42	8:34
Overton Rd/Kendal St (Williams Landing)	2:23	3:04	3:28	3:43	4:03	4:23	4:48	5:03	5:18	5:39	6:06	6:26	6:46	7:08	7:43	8:35
Overton Rd/Palmers Rd (Williams Landing)	2:25	3:05	3:30	3:45	4:05	4:25	4:50	5:05	5:20	5:41	6:08	6:28	6:47	7:09	7:44	8:36
Williams Landing Bvd/Palmers Rd (Williams Landing)																

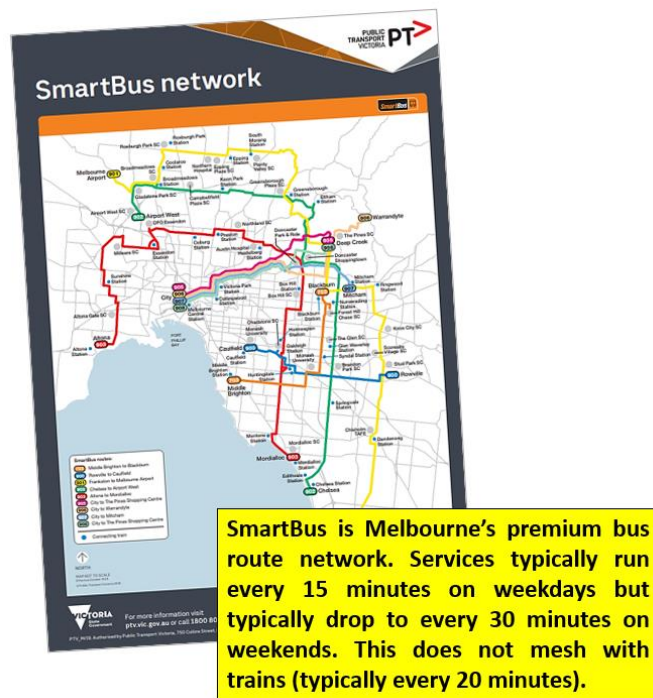
Every 30 minutes

Further, 30 minute frequencies are what make Melbourne's SmartBuses not so smart on weekends. This also makes most of the rail network inconvenient for evening and occasionally also daytime travel.

Even trams have half-hourly gaps on Sunday mornings and evenings. Like with every 40 minutes, a 30 minute wait due to a just missed connection, can double travel time for most trips.

Getting 40 minute frequencies to every 30 minutes is a small but worthwhile improvement. And it's super-cheap to achieve. This is because a 30 minute frequency is four trips every 2 hours versus three for a 40 minute frequency, it is only needed to add just one return trip per two hours to boost the service.

An example is the Mernda line on Sunday mornings; instead of 40 minute gaps before the 10:36am train arrival at Flinders St (current timetable) the 40 minute service could finish with the 8:36am arrival with the improved 30 minute service until 10:36am. That's with one extra return trip per week scheduled.



Every 20 minutes

20 minutes is a middle of the road frequency - not totally inconvenient, but not great either. It might be OK for non-time critical trips involving no changes. But it can still greatly slow travel if making one or more connections that are not timed. Still, it is vastly better than the 30 and 40 minute headways so widespread on the network.

20 minutes has been referred to as a 'check and go' frequency - in other words commuters are still looking at a timetable, but it does not require the sort of detailed planning required for a 30, 40 or 60 minute headway.

Adding one return trip on 10 lines with 30 minute evening service would give an extra hour where services are every 20 rather than every 30 minutes. That makes it very economical to achieve on multiple lines, though it is less marketable than (say) 10 or 15 minute frequencies.

The 2012 Rail Network Development Plan (Metropolitan Rail) featured a coordination framework that specified a 20 minute frequency for rail branch lines and middle level bus routes. This is still an aspiration!



Trams are typically Melbourne's most frequent public transport mode but can still drop down to every 20 minutes at night and every 30 minutes early and late Sundays.

Every 15 minutes

15 minute frequencies are largely confined to a few lucky train lines in the east and some weekday buses (notably premium SmartBuses). However, many trams have 12 or 15 minute off-peak and weekend frequencies.

15 minutes is closer to what many people consider as turn-up and go for a single trip. It's only one extra trip per hour compared to 20 minutes and two extra trips per hour compared to 30 minutes so is fairly economical.

While an improvement on all the previously tabled frequencies, 15 minutes is still not great for trips involving a change. This is because waiting could still amount to 30 minutes of total travel time in the worst case.

The popular Route 733 was recently upgraded from every 30 to every 15 minutes off-peak between Box Hill and Monash University Clayton. Weekend service also got an improvement but remains at every 30 to 40 minutes. The 733 is the bus route most similar to the proposed Suburban Rail Loop between Box Hill and Clayton.

Ventura
Route 733 Oakleigh via Monash University

Monday to Friday

Wheelchair Accessible Services	Morning (am) / Afternoon (pm)											
Box Hill Bus Station/Station St (Box Hill)	am	am	am	am	am	am	am	pm	pm	pm	pm	pm
Box Hill Bus Station/Station St (Box Hill)	10:17	10:32	10:47	11:02	11:17	11:32	11:47	12:02	12:17	12:32	12:47	1:02
Rutland Rd/Rutland Rd (Box Hill)	10:19	10:34	10:49	11:04	11:19	11:34	11:49	12:04	12:19	12:34	12:49	1:04
Victoria St/Rutland Rd (Box Hill)	10:20	10:35	10:50	11:05	11:20	11:35	11:50	12:05	12:20	12:35	12:50	1:05
Rutland Rd/Baronsia St (Box Hill)	10:20	10:35	10:50	11:05	11:20	11:35	11:50	12:05	12:20	12:35	12:50	1:05
Baronsia St (Box Hill)	10:21	10:36	10:51	11:06	11:21	11:36	11:51	12:06	12:21	12:36	12:51	1:06
Baronsia St/Albion Rd (Box Hill)	10:21	10:36	10:51	11:06	11:21	11:36	11:51	12:06	12:21	12:36	12:51	1:06
Via Media Park/Albion Rd (Box Hill)	10:22	10:37	10:52	11:07	11:22	11:37	11:52	12:07	12:22	12:37	12:52	1:07
Middleborough Rd/Albion Rd (Box Hill)	10:22	10:37	10:52	11:07	11:22	11:37	11:52	12:07	12:22	12:37	12:52	1:07
RH, Sparks Reserve/Middleborough Rd (Blackburn)	10:23	10:38	10:53	11:08	11:23	11:38	11:53	12:08	12:23	12:38	12:53	1:08
Canterbury Rd/Middleborough Rd (Blackburn)	10:24	10:39	10:54	11:09	11:24	11:39	11:54	12:09	12:24	12:39	12:54	1:09
Ayr St/Middleborough Rd (Blackburn South)	10:25	10:40	10:55	11:10	11:25	11:40	11:55	12:10	12:25	12:40	12:55	1:10
Dundee St/Middleborough Rd (Blackburn South)	10:26	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11
Albion St/Middleborough Rd (Blackburn South)	10:27	10:42	10:57	11:12	11:27	11:42	11:57	12:12	12:27	12:42	12:57	1:12
Albion St/Middleborough Rd (Blackburn South)	10:28	10:43	10:58	11:13	11:28	11:43	11:58	12:13	12:28	12:43	12:58	1:13
Fulton Rd/Middleborough Rd (Blackburn South)	10:29	10:44	10:59	11:14	11:29	11:44	11:59	12:14	12:29	12:44	12:59	1:14
Hastings Ave/Middleborough Rd (Blackburn South)	10:29	10:44	10:59	11:14	11:29	11:44	11:59	12:14	12:29	12:44	12:59	1:14
Joyhill Ave/Middleborough Rd (Box Hill South)	10:29	10:44	10:59	11:14	11:29	11:44	11:59	12:14	12:29	12:44	12:59	1:14
Eley Rd/Middleborough Rd (Burwood East)	10:30	10:45	10:59	11:14	11:29	11:45	12:00	12:15	12:30	12:45	1:00	1:15
Foundation Bvd/Middleborough Rd (Burwood East)	10:31	10:46	11:01	11:16	11:31	11:46	12:01	12:16	12:31	12:46	1:01	1:16
Rees St/Middleborough Rd (Burwood East)	10:32	10:47	11:02	11:17	11:32	11:47	12:02	12:17	12:32	12:47	1:02	1:17
Highway Rd/Middleborough Rd (Burwood East)	10:33	10:48	11:03	11:18	11:33	11:48	12:03	12:18	12:33	12:48	1:03	1:18
Elton St/Stephensons Rd (Mount Waverley)	10:34	10:49	11:04	11:19	11:34	11:49	12:04	12:19	12:34	12:49	1:04	1:19
Marshall Rd/Stephensons Rd (Mount Waverley)	10:35	10:50	11:05	11:20	11:35	11:50	12:05	12:20	12:35	12:50	1:05	1:20
Marianne Way/Stephensons Rd (Mount Waverley)	10:37	10:52	11:07	11:22	11:37	11:52	12:07	12:22	12:37	12:52	1:07	1:22
High Street Rd/Stephensons Rd (Mount Waverley)	10:38	10:53	11:08	11:23	11:38	11:53	12:08	12:23	12:38	12:53	1:08	1:23
White St/Stephensons Rd (Mount Waverley)	10:39	10:54	11:09	11:24	11:39	11:54	12:09	12:24	12:39	12:54	1:09	1:24
Holy Family Rd/Stephensons Rd (Mount Waverley)	10:41	10:56	11:11	11:26	11:41	11:56	12:11	12:26	12:41	12:56	1:11	1:26
MT Waverley SC/Stephensons Rd (Mount Waverley)	10:42	10:57	11:12	11:27	11:42	11:57	12:12	12:27	12:42	12:57	1:12	1:27
	10:43	10:58	11:13	11:28	11:43	11:58	12:13	12:28	12:43	12:58	1:13	1:28

Every 10 minutes

This is proper turn up and go service suitable for key suburban lines in a major city. It requires 2 extra trips per hour compared to 15 minutes and 4 extra trips per hour compared to a 30 min frequency.

Still a 10 minute frequency makes the network vastly more transfer-friendly, encourages sympathetic transit-oriented land use and lifestyles and makes road time and space re-allocation (including traffic light priority and bus lanes) more justifiable. All this induces even higher patronage.

And scope exists for bus network reform to deliver 10 minute frequencies on key corridors in parts of Melbourne that really need them (e.g. round [Northland](#) and [Highpoint](#) shopping centres).

The Network Development Plan (Metropolitan Rail) mentioned above also included a staged program that would deliver 10 minute service to most metropolitan railway stations. There was also a coordination framework that would see all tram lines and major bus routes upgraded to a 10 minute frequency or better.

Thanks to a series of service upgrades over the last 10 to 15 years the Frankston line enjoys Melbourne's most consistently frequent service. Trains run every 10 minutes most of the day all week, with a maximum 20 minute wait at other times. The Network Development Plan (Metropolitan Rail) proposed this level of service for most stations in Melbourne.



Every 5 minutes

Frequencies of this level may be found in parts of the network where several lines converge or a major destination (e.g. a university) needs linking to the train network. It is significantly better than a 10 minute service, especially for trips involving two or more changes.

The Network Development Plan (Metropolitan Rail) included 5 minutes as a desirable frequency in the network's core.



Connecting Monash University Clayton with Huntingdale Station, Route 601 has been a service frequency success story. It operates every 3-4 minutes all day.

Other cities and expectations

The above is a Melbourne perspective. Those from large Asian, European and even some Canadian cities expect far higher frequencies than typically run in Melbourne. A Melburnian would very happily accept a 9 minute wait for a 10pm train while a Torontonian or Vancouverite would grumble.

Even Sydney's expectations would be higher. In contrast, PT users in Brisbane would set their sights a little lower than in Melbourne, with most Canberrans, saddled with embarrassing 120 minute Sunday bus headways, a lot lower.

Sydney vs Melbourne Train frequencies

Doonside, a small station in outer-western Sydney, gets trains every 15 minutes from as early as 4am Sundays. Meanwhile major Melbourne stations like Box Hill, Reservoir and Broadmeadows, have 30 to 40 minute gaps until nearly 10am Sundays. Similar service differences exist at night too.

Departing stop	Arriving stop (optional)	Leaving	Train	Time	Platform
Doonside Station, Doonside	Central Station, Sydney	Leaving 4:00, 21 Apr (Sun)	Hornsby via Gordon	Sun 04:05 - 55min - 05:00	Platform 1
			Berowra via Gordon	Sun 04:18 - 57min - 05:16	Platform 1
			Hornsby via Gordon	Sun 04:35 - 54min - 05:29	Platform 1
			Berowra via Gordon	Sun 04:48 - 58min - 05:46	Platform 1
			Hornsby via Gordon	Sun 05:05 - 55min - 06:00	Platform 1

A program for increasing service frequency.

Criteria such as passenger need, service completeness, multimodal connectivity and low cost should drive which frequency upgrades are best value and thus should be done first.

Passenger need

A passenger need example may be a shoulder peak (e.g. Craigieburn line) or weekend train service (e.g. Geelong line) experiencing crowding. Or an underserved bus route that serves popular destinations, is well used and/or serves an area with high social needs (e.g. Route 800)

Off-peak frequency increases do not increase the peak bus requirement, whereas improved peak frequencies might. This makes the former cheaper to implement.

That is not to say that peak frequency upgrades are not desirable – in some situations, they are, especially in growth areas. However, attempts should be made to implement these efficiently. Tools for this include spreading the peaks (e.g. by improving shoulder peak service) and, especially for buses, exploring opportunities to spread the peaks and reform networks, including any interactions with school services.

Service completeness.

The concept of service completeness is all about legibility and user expectations of a consistent service. For example, if a major train line like Dandenong runs every 10 minutes during the day Monday to Sunday, passengers would expect frequent evening service.

However, this is not the case here (for Dandenong or Melbourne generally), where frequency falls to 30 minutes after approximately 7:30pm on weekend evenings and on Sunday mornings. While the Dandenong line should get improvements post Metro Tunnel, the Ringwood line has a similar 10 to 30 minute drop-off on weekends that should be addressed. Trams are generally better but mostly still have half hour gaps early and late on Sundays.

The biggest service falls for Metro Trains and Yarra Trams occur at night and Sunday mornings, buses also have large weekend daytime falls, particularly on weekends. SmartBuses, for example, typically drop from 15 weekdays to 30 minutes on weekends, with timetables failing to harmonise with typical 20 minute weekend train frequencies.

All the above are well-used but incomplete services, i.e. service at certain times is less than what a 'common sense' expectation would demand. Such falls affect almost entire networks, such as Metro trains, trams and most categories of bus route, including **SmartBus and local services.**

The great benefit of 'completing the service' type frequency upgrades on routes that are already frequent most of the time is that they are proportionally low cost to do with only a small percentage growth needed in trips run per week.

Low cost per line means that for a given budget, upgrades can extend across the whole network, especially train and tram. Progressively cutting maximum waits network-wide has the benefit of lifting the image of the whole network, not just one line.

This is most economically done by cutting the longest waits first. The process is repeated, phased over several timetable changes in say a 2 to 5 year period until key routes are turn up and go day and night.

Recommendation 1

VTAG recommends that the Victorian Government put in place a major program which mirrors its successful staged approach to Level Crossing Removals: it should commit to a staged upgrade of Public Transport service frequencies across Melbourne over the next decade.

It could be called: More Frequent Services for Public Transport (MFS)

Examples of staging could include:

Metropolitan rail Stage 1: Reducing maximum waits from 40 to 30 min at all stations within Melbourne's contiguous urban area between 6am and midnight 7 days.

Metropolitan rail Stage 2: Reducing maximum waits from 30 to 20 min at all stations within Melbourne's contiguous urban area between 6am and midnight 7 days.

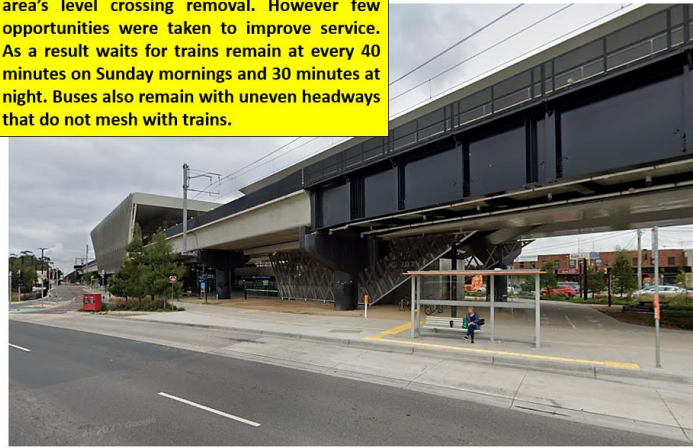
Metropolitan tram: Stage 1: Reducing maximum waits from 30 to 20 min on all lines between 6am and midnight 7 days.

V/Line train: Upgrade Geelong and Melton lines to a maximum 20 minute wait 6am – midnight 7 days with earlier weekend starts.

Metropolitan buses: Progressively upgrading regular residential area bus routes to operate 7 days to defined minimum span and frequency standards. Service upgrades on selected high patronage potential routes and corridors to provide improved and more consistent frequencies all week.

Other rail upgrades would likely focus on getting shoulder and even off-peak service to 10 minutes. The most economical of these would be City – Ringwood, with this likely to be a part of Metropolitan rail Stage 2 above.

The new Reservoir station rebuilt as part of the area's level crossing removal. However few opportunities were taken to improve service. As a result waits for trains remain at every 40 minutes on Sunday mornings and 30 minutes at night. Buses also remain with uneven headways that do not mesh with trains.



Multimodal connectivity

Public transport can sometimes take four or more times longer than driving. Indirect routes, low frequency and long waits for connections are major contributors to this. Melbourne's public transport network has multiple frequencies operating at any one time, with many not harmonising with one another.

There is not even harmonisation within modes. For example, Metro trains operate to 10, 15, 20, 30 and 40 minute frequencies off-peak weekdays. Sunday mornings are a case of 20, 30 and 40 minute frequencies. Across modes on weekends, SmartBuses run every 30 minutes intersecting with Metro trains mostly every 20 minutes, with uniform connections only recurring hourly.

Nights are similar with chancy connections between trams (every 20 minutes) and Metro trains (mostly every 30 minutes). And during the day, the shiny new stations of Preston and Reservoir are full of buses every 22 to 25 minutes that seek to but rarely succeed in meeting trains operating every 20 minutes.

A network-wide frequency hierarchy could allow simpler timetables, more consistent service levels and better (or at least predictable) connections, with potential for the most important of these to be timed with a connection assurance policy (similar to that specified for Night Network).

Such a hierarchy was proposed in the 2012 Network Development Plan – Metropolitan Rail. However, the recent (and less detailed) Bus and Tram plans ignored this earlier Departmental work. More on what a hierarchy might look like was given in this review of Victoria's Bus Plan: https://melbourneontransit.blogspot.com/2021/06/building-melbournes-useful-network-part_02145429271.html

Recommendation 2

Moving towards a multimodal hierarchy could be done at the following times:

- Planning for the Metro Tunnel train timetables (and associated service boosts on other parts of the network).
- Greenfields reviews of metropolitan rail timetables (most needed for the operationally complex Burnley group).
- Bus network reform.
- Staged program to reduce maximum waits for service completeness (as above).

Low cost

Services that are very close to 'complete' in terms of service frequencies are also cheap to upgrade. This is because the increased frequency may only be needed a few hours a week and/or the boost needed may only be 1 or even 0.5 extra trips per hour of improved service. The same also applies to span, e.g. if the network aim is a 6 am to midnight service, but some routes have slightly later "starts", then adding a trip or two to address this issue has only minimal cost impact.

Such routes might not otherwise be the highest priorities, but their low cost makes upgrades worthwhile to maximise the extent of a frequent network that can affordably be provided.

Prime examples of very low cost upgrades are getting Metro trains to 30 minute maximum waits and trams to 20 minute maximum waits. Similar comments apply for several bus routes or corridors, with the potential for bus network reform to allow even more to be done.

Interchange Points

A network is only as good as the nodes where services connect. To achieve the best 'network effect' outcomes from frequency and service span upgrades, care must be taken to ensure that interchange points between different services are as direct, safe and convenient to use as possible. All combinations of connections *within* modes (trains, trams and buses) and *between* them need to be enhanced, especially easing way finding and trip planning by maximising the visibility of route and service information at all interchanges and stops without making passengers reliant on apps on smartphones.

Political and Departmental Support

A good example of where political and transport department support was aligned to deliver successful and effective upgrades to the public transport network, was the series of bus network reforms introduced in Melbourne's west between about 2013 and 2017.

Outer fringe areas were rapidly growing, and traffic congestion was a major concern. Both the Regional Rail Link and infill stations on existing lines were under construction. Councils such as Wyndham were advocating for improved public transport infrastructure and services through campaigns like 'Get Wyndham Moving'.

One of those areas where traffic issues was most acute was Point Cook. This area had few road connections to the freeway, relatively few local jobs and a white collar demographic skew including higher than average proportion of CBD workers. Buses at the time comprised two indirect routes operating every 40 minutes, even during peak periods.

The area needed and eventually got its own station at Williams Landing. This was being planned at the time that transport administration was being reformed including the creation of Public Transport Victoria (PTV) as a 'one stop shop'. An early PTV project was designing a radically reformed bus network that would feed the new station. Aided by extra resourcing, the new network featured five more direct routes typically operating every 20 minutes in peaks. This was a significantly higher service than before, and patronage shot up. About as many people arrived at the station by bus as by car and Point Cook routes such as the 495 today rank highly on a passengers per hour basis.

Another bus network reform opportunity came in 2014. Some government funding had been received to address peak crowding on one Caroline Springs area bus route (418). However, the area also had complex routes that overlapped in some places and did not operate seven days in others. PTV took the opportunity to not only deliver the requested peak frequency upgrades to relieve crowding but also reform many Brimbank area routes.

This simplified the network, boosted frequency on a key corridor (which had previously not had buses) and allowed 7 day service to be spread to all routes in the area.

Regional Rail Link's opening in 2015 required a reformed bus network in the City of Wyndham to serve new stations at Tarneit and Wyndham Vale. Existing routes (typically operating every 40 minutes) could have been extended to the new stations, but assisted by extra bus funding and substantial work by PTV, the opportunity was taken to introduce not just a new train service but also reformed buses with more direct routes and better frequencies.

The new two-tier network put the majority of residents near peak service every 20 minutes or better with some also having 7 day service every 20 minutes or better. Like with Point Cook, the new network was a success, with routes in Wyndham featuring amongst the most productive in Melbourne.

These substantial and beneficial network reforms would not have been possible without government support and the willingness of PTV (with managerial backing) to champion bus network reform of the type that enabled cost-effective frequency increases. Stakeholder support was valuable too; network reform can be disruptive and local councils were useful to facilitate this and to publicly advocate for even further improvements.

From these experiences, VTAG highlights the need for political will and direction to recognise and take advantage of the wide benefits flowing from service frequency by reversing what seems to be a lack of appreciation in public transport decision making of how critical the convenience of service frequency is to users of public transport.

Recommendation 3

Budgets should be available for communicating improved services to the public

It has been often observed that, even when public transport services are changed or improved, the average person and particularly non-users are not aware of the changes. Improving this role can have a major impact on people changing their travel habits. For example, homes could be letter-boxed with a leaflet promoting local service improvements, use made of geographically targeted social media marketing and the PTV website could increase its currently low use of graphics and maps explaining reformed networks.

Changes can also be far more widely communicated through employers, businesses, local noticeboards, libraries, local media, social media, local government, community and school newsletters, neighbourhood houses and the like.

Also, when improvements start, system information could be improved greatly. For example, bus network maps and timetables could be installed at station exits with frequent services highlighted. There is also a need to make bus to bus connections easier, notably at major interchanges and cross-roads where key routes intersect and are likely to exchange passengers.

Conclusion

Better frequency is the little acknowledged key to delivering world-class public transport for Melbourne.

High all-week frequency maximises returns from our infrastructure program and utilisation of train, tram and bus assets. It is what make the difference between a network that is only fit for weekday commuting to the CBD and that suitable for diverse trips to diverse destinations across the week.

As set out above, a frequent public transport network has many economic, social and environmental benefits, including as an enabler of opportunities, access to jobs, reducing people's costs of living and maximising housing choice. Frequency has the potential to deliver greater equity to residents across the city.

As Melbourne continues to grow, investing in a reliable and frequent public transport network is not only a strategic urban planning decision, but also a key factor in fostering a more economically sustainable and inclusive city.

VTAG

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Melbourne's Tram Plan Response

Filling the Gaps

May 2024

Summary

Melbourne's Tram Plan (the Plan) is a welcome document as the Government acknowledges the importance of trams to our city. Many other cities abandoned trams, much to their regret. Melbourne not only retained but expanded its tram network. The Plan is an essential start to an overdue discussion on ensuring we realise the network's full potential.

Yet the Plan fails to meet the basic requirements the Victorian Transport Action Group (VTAG) would expect. It offers a limited assessment of the substandard state of the tram system, including the lack of level access stops, the ageing tram fleet, deteriorating infrastructure and the lack of on-road priority. The Plan also needs to provide details of the many initiatives previously announced by the Government. The Plan's lack of detail undermines the Government's stated intent to transform our tram legacy into a modern light rail service.

Following our review, VTAG recommends that the Government embrace a few modest initiatives to provide tangible evidence of its commitment to an improved tram service, including:

- 1. Confirm its commitment to previously announced projects (listed in Table 1) and provide indicative timeframes for completion.**
- 2. Redirect routes 3, 5 and 12 (detailed in Table 2) with the opening of MM1 to improve the distribution of tram services through the central area.**
- 3. Direct Infrastructure Victoria to undertake the specific planning process as part of the next state infrastructure plan to canvas a range of possible network enhancements.**
- 4. Revise the selection of stops for upgrade to level access to include the practical considerations of technical feasibility and constructability to ensure that as many stops as possible are delivered as a priority.**
- 5. Expand the corridor-based approach being applied to upgrade stops to include the implementation of traffic priority along the selected corridors.**
- 6. Adopt a 15mins, or at least 20 mins, as the maximum headway for all Melbourne tram routes.**

VTAG has embraced the Plan as an invitation to engage with the Government and Department on the next steps to transform the system into an accessible and efficient service. A service that will further encourage urban consolidation and provide an attractive alternative to less efficient and less sustainable forms of travel.

VTAG will seek regular meetings with the Department to ensure every effort is made to create a Melbourne Tram Plan worthy of the name.

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This submission is made by the Victorian Transport Action Group (VTAG), an independent forum focused on solutions to Victoria’s transport challenges.

Members of VTAG have expertise across passenger and freight transport, urban and regional planning, State and Local Government, I.T. and the environment, engineering, architecture, and urban design.

Australia is facing a climate crisis. VTAG advocates for policies and projects that demonstrate meaningful reductions in emissions and prepares Victoria for a low-carbon future.

Introduction

VTAG has prepared this submission in response to *Melbourne's Tram Plan* (the Plan) published by the Victorian Government in August 2023. VTAG commends the release of a plan for Melbourne's iconic tram network.

The current network is a valuable legacy and must be maintained as an essential asset. It is the responsibility of this generation to build on this legacy and ensure the tram network is fit for purpose for future generations. The Plan is a start, but a more detailed and action-oriented plan is needed if our trams are to deliver their full potential.

The Plan, as outlined in Horizon 1 – Current Actions, is modest in the extreme. Previously announced projects and policies have been omitted, causing confusion and concern over the government's intent. It is unclear whether the Government remains committed to these previously announced initiatives.

The Plan's initial actions include:

- Action 1 – Plan and deliver improved tram accessibility.
- Action 2 – Prepare for the arrival of Next Generation Trams.
- Action 3 – Plan for network reform.
- Action 4 – Prepare for change.
- Action 5 – Plan, test and then implement systems and technology.
- Action 6 – Plan, test and implement measures to improve reliability and performance of the tram network.

The Plan omits tangible actions beyond the welcomed purchase of the Next Generation Trams. The critical actions proposed for the first stage foreshadow more planning than action – more than two decades after the state's metropolitan strategy, *Melbourne 2030*, announced a tram plan would be prepared.

Melbourne can claim credit for retaining trams while other cities discarded their networks, yet we are now victims of this history. The cities reintroducing trams demonstrate best-practice applications of modern light rail technology, equipping their cities with attractive and sustainable transport. Melbourne must move beyond its legacy to expand and modernise this vital asset to encourage the urban consolidation needed to address the triple challenges of greenhouse gas emissions, housing affordability, and better public health.

VTAG's purpose in preparing this submission is to highlight and accelerate the discussion of crucial interventions needed to upgrade the existing tram network. The primary role of Melbourne's trams is to support an urban environment rapidly consolidating into a higher-density urban form. The transformation of inner and middle Melbourne requires shifting

from the current accommodation of cars towards more appropriate forms of travel, including walking, cycling and public transport. This will, in turn, reduce greenhouse gas emissions from the transport sector, reduce urban sprawl, and encourage the construction of new housing. In this context, trams play an essential role.

Our response to the Plan has been to document the pragmatic and specific interventions from previous State plans and policies. In this submission, VTAG is not proposing much that is new but reminding the state of prior commitments that have been omitted from the current plan. If trams are to play a role in meeting the State's goal of zero emissions by 2045, these previous plans and policies warrant attention within the plan's first Horizon 5. We expect the Government to clarify whether it remains committed to these projects and, if so, provide a timeframe for implementation.

The following section further outlines the shortcomings of the Plan. The balance of our submission follows the structure of the Plan. Initiatives are organised according to these themes:

- Tram network.
- Tram stops.
- An energy efficient network.
- Renewing fleet and infrastructure.
- Improving tram performance.
- Improving customer experience.

Filling the Gaps of the Government's Strategic Response



VTAG commends the Government for the \$3.9 billion investment into the tram network, including the \$1.85 billion for 100 next-generation trams. Yet Melbourne's Tram Plan provides little detail of how the balance of these resources (\$2 billion) will be deployed and what further investment will be needed to bring the network up to the standard of the other Australian light

rail systems. The Plan, as it stands, fails to articulate the gap between today's tram services and the modern, attractive service needed to encourage and support a consolidating city and provide an alternative to more energy-intensive and space-hungry forms of travel.

Melbourne urgently needs a plan that outlines the government's priorities for expanding and modernising the tram network. Integrated planning requires a plan that goes beyond strategic objectives and provides specific details of how the tram service will be transformed over the coming decades. A robust plan would build upon the previous announcements, existing structure plans and initiatives found in the multiplicity of the state's transport and land-use plans. Melbourne needs a plan that provides the detail necessary to ensure that the future tram network is integrated with other transport and land-use projects across the metropolitan area.

The Government has stated that it intends to make "Good decisions, made faster". Yet this intention is not evident. Decisions to provide the tram infrastructure needed to support urban development, such as light rail to Fishermans Bend, have, at worst, been abandoned or, at best, delayed to some unknowable timeframe.

VTAG is seeking an action plan with tangible outcomes. The strategic positioning of the Plan is too limited, and the outcomes too vague to provide a meaningful basis to hold anyone accountable if the promised outcomes fail to materialise.

This document is not a comprehensive critique of Melbourne's Tram Plan. There are many opportunities where the network can be extended and improved to great effect – most of these proposals are not canvassed in this response. The scope of this response is limited to those initiatives previously supported by the government and to highlight those that should be prioritised for immediate action for reasons that will be addressed in the following sections.

Tram network

Melbourne has undergone significant change since 1981, when urban consolidation first became an objective of Melbourne's planning scheme 1. Over the last two decades (2001-2021), the inner city's population has grown by 160%, significantly outpacing metropolitan Melbourne's overall growth of 46%. Yet, beyond the introduction of larger trams, there has been little change to the level of service or extent of the tram network during this period¹.

Urban consolidation is occurring broadly throughout the area defined by the tram network, but more rapid development is needed. The government has recognised Victoria is experiencing a housing crisis with latent demand exceeding supply. The Victorian Housing Statement² expresses the challenge in these terms:

The status quo isn't an option. If we don't act now, Victoria will end up falling short – by more than 25,000 homes each year over the next ten years. That means more house prices skyrocketing, more families priced out of the market, and more competition for rental properties.

It all comes back to supply. It's a simple reality: as a country, we need to do more to build enough houses for all of the people who need them. Because it's only when there are enough homes to go around that more people will be able to afford them.

Part of the solution to this crisis is encouraging development in designated urban renewal areas, such as Fishermans Bend and Arden. These brownfield areas allow development to proceed without the usual objections from a pre-existing population. By necessity, this development must be transit-oriented – there is little demand for higher-density housing without access to good public transport. Yet the Government has failed to provide the expected public transport infrastructure for these priority development areas on the CBD periphery.

The following sections discuss the tram projects needed to accelerate urban consolidation and improve accessibility throughout the inner and central city areas. The first section details projects previously announced but are not documented in the current plan. The second section discusses the network changes that should occur when Melbourne Metro 1 (MM1) opens. The third section discusses other changes that warrant detailed examination and, if appropriate, endorsement as a guide for other city plans.

¹ A detailed analysis of the land use and transit changes associated with urban consolidation can be found here: Tracking the Development of High-Density Housing Against Transit Service Provision: 19-Year Longitudinal Analysis in Melbourne, Australia, C. De Gruyter; S. Pemberton; E. Keys. TRB 2024.

² Victoria's Housing Statement, The Decade Ahead. 2024-2024. State of Victoria, Department of Premier and Cabinet. **VTAG Melbourne's Tram Plan Response (May 2024)**

A. Acknowledging Existing Commitments

The Plan acknowledges the interconnection between urban renewal and tram network improvements. Yet, it fails to acknowledge existing commitments made by this government (Table 1). At best, this is an oversight that should be quickly corrected. At worst, this is an announcement by omission that these previously proposed projects have been abandoned. There may be good reasons for abandoning some or even all these previous proposals, but abandoning these projects without justification raises questions about whether any weight should be placed on the Plan beyond being an exercise in being seen to be doing something.

1. VTAG recommends that the Government confirms its commitment to the projects listed in Table 1 and provides indicative timeframes for completion.

Table 1: Current Tram Proposals

Proposal	Reference
Turner St, Fishermans Bend (Northern Link)	Fishermans Bend Framework 2018, Victoria's Infrastructure Strategy 2021-2051 Victoria's Infrastructure Plan 2021
Plummer St, Fishermans Bend (Southern Link)	Fishermans Bend Framework 2018, Victoria's Infrastructure Strategy 2021-2051 Victoria's Infrastructure Plan 2021
Spencer St Extension to Arden	West Melbourne Structure Plan 2018, Victoria's Infrastructure Strategy 2021-2051
Dynon Rd extension to Footscray	West Melbourne Structure Plan 2018, Victoria's Infrastructure Strategy 2021-2051
Toorak Rd/Domain Rd realignment	Melbourne Metro Business Case 2016
Caulfield to Rowville	Premier of Victoria, Media Release, 10 April 2018
Diversion of Swanston St routes to William St	Victoria's Infrastructure Strategy 2021-2051
Extend trams into the former Maribyrnong defence site	Victoria's Infrastructure Strategy 2021-2051

The development of **Fishermans Bend and Arden depends on providing new tram routes**. The planning for each area is premised on the availability of new tram services to integrate these new communities with the surrounding urban area, including access to employment opportunities within the CBD. The omission of these previous proposals for **new tram routes** undermines investor confidence that the infrastructure needed to support new residential development will be provided. The rapid roll-out of these tram projects is one way for the Government to meet its objective of creating "800,000 homes in Victoria over the next decade"³. The plans for Arden and Fishermans Bend alone can deliver homes for 100,000 people.

³ Victoria Housing Strategy, The Decade Ahead 2024-2034.

The proposed **tram line along Spencer St and Dynon Roads**, connecting Footscray to West Melbourne and Melbourne has new significance with the construction of the new tram depot at Maidstone (concern of Williamson and Hamstead Roads). The extension of Route 82 into the city would create additional benefits from the state's investment in New Generation trams and further encourage residential development in and around Footscray and West Melbourne, including the former defence site at Maribyrnong.

The **extension of trams into the Maribyrnong former Defence Site** was recommended as part of Victoria's Infrastructure Strategy. Yet, this proposal doesn't appear in any endorsed plans for this urban renewal site. This is an example of an existing proposal where the new plan could provide some greater clarity over its status. The site has enormous potential, but without a high-capacity, frequent public transport service, this potential cannot be realised since there is no physical capacity to serve it via the road network.

The government announced in 2018 that they would proceed with a new **light rail route from Caulfield Station to Rowville**. This project complements the Suburban Rail Loop (SRL), but the location of the new Monash station raises questions about the proposed route. VTAG notes the SRL has made no provision for this new route. Yet, the need for improved transit for the people living in the Caulfield/Rowville corridor remains unchanged, notwithstanding the SRL. Again, the plan should clarify whether this previous commitment is still current and, if so, how it has been modified in light of the SRL.

The plan's lack of detail further fuels uncertainty over whether the Route 58 route change from Domain Rd to Toorak will be made permanent⁴. The government originally proposed this network change as part of the scope of work for MM1, yet media reports indicate that the Government is now reconsidering it. Any change will have implications for other tram network changes that might be contemplated as part of the MM1 project, discussed below.

B. Melbourne Metro Changes

The Plan highlights the critical nexus between the MM1 and the tram network. The MM1 project creates the opportunity to redistribute tram services through the inner city better to align with the city's development that has occurred since the opening of the underground rail loop in the 1980s. MM1 is due to open in 2025, leaving little time to plan and implement these network changes. VTAG is concerned that if the government fails to progress these changes, including several new track connections, the nexus between the MM1 project and these network changes and the associated benefits will be lost.

- 2. VTAG recommends redirection of routes 3, 5 and 12 (as shown in Table 2) for introduction with the opening of MM1 to improve the distribution of tram services through the central area.**

Table 2: Melbourne Metro Complementary Tram Changes

Route	Proposal
Route 3	Re-route to William St
Route 5	Re-route to Spencer St (requires Park St connection)
Route 12	Operate permanently via Latrobe and Spencer St

C. Other Changes and Extensions

VTAG welcomes the recent announcement⁴ of new tram infrastructure along Victoria St, which will provide a new east/west service along the northern boundary of the CBD. Yet this announcement further highlights the Plan's shortcomings as it does not mention this project or the network changes that are to follow.

VTAG notes that these new works will enable at least two network enhancements, as detailed in Table 3.

Table 3: Other CBD and Inner Area Tram Route Enhancements

Route	Proposal
Route 67	Re-route to Victoria and Abbotsford Streets. (requires Victoria St direct connection at Victoria Market and Abbotsford St direct connection to Royal Childrens Hospital turnback.)
Route 78	Extend from North Richmond to Arden Station via Victoria and Abbotsford Streets. (Requires completion of tram "missing link" in Victoria St between Latrobe and Swanston Streets).

The above changes will provide significant passenger benefits. Route 67 diversion (presently terminates at Melbourne University in Swanston St) to Victoria St at the City Baths provides a direct connection from Swanston St and St Kilda Rd routes to North Melbourne and Royal Childrens Hospital.

Route 78 extension from its present North Richmond terminus provides a direct linkage from the job-rich areas of Cremorne, Victoria Parade and St Vincents Plaza medical precinct across the north side of the CBD to Queen Victoria Market, North Melbourne and Arden Station.

Over the years, there have been calls for other tram extensions and network changes. VTAG is aware, for example, of the Rail Futures Institute's study of the tram network and the numerous proposals arising in local government and other area-based plans. These proposals broadly fall into three main categories for improvement:

⁴ Swanston and Victoria streets precinct upgrade. February 2024. Public Transport Victoria.

1. Enhanced network integration. There are many examples where tram routes terminate short of existing railway stations. A program of short network extensions would greatly enhance the connectivity between the light and heavy rail systems.
2. Supporting urban renewal. Numerous urban renewal opportunities exist that, if combined with a tram extension, could proceed as transit-oriented developments.
3. Network enhancement. Numerous proposals exist to better align the tram network with urban development over the last fifty years.

Each proposal requires assessing the network change within the context of the urban development outcomes sought in each case consistent with planning integration principles and the Transport Integration Act 2010. Following an initial assessment, projects deemed appropriate for Melbourne's needs should then be formalised in an appropriate planning instrument (for example, a structure plan or through an amendment to the PPTN) as a future tram route. This would allow other parties to plan other developments and projects in an integrated way.

The Plan states that network extensions should support strategic planning policies including the seven national employment and innovation clusters (NEICs) identified in Plan Melbourne. The Parkville NEIC is currently served by trams and will directly benefit from the opening of MM1. New tram routes have been proposed to support the Fishermans Bend and Monash NEICs as discussed. The remaining four NEICs are not served by the current tram network, nor are there current plans for this to change.

The suburban NEICs (Werribee, Sunshine, La Trobe and Dandenong) and their associated rail stations, bus interchanges and key destinations are therefore opportunities to develop new catchments for LRT-style services, using existing technology or new technology such as the trackless trams which have been trailed in Perth and elsewhere. New networks designed to serve these suburban NEICs could draw on the patterns of connectivity evident in the CBD and inner suburbs of Melbourne in terms of their service intensity and distribution, rather than focusing on connecting suburban centres together.

- 3. VTAG recommends that Infrastructure Victoria undertake the specific planning process as part of the next state infrastructure plan to canvas a range of possible tram network enhancements.**

Tram Stops



VTAG is concerned that the rollout of universally accessible, level access stops has effectively stalled. Currently, only 28% of stops meet accessibility standards. The Department had a legal requirement under the Disability Discrimination Act (1992) for all stops to be fully accessible by the end of 2022. The Auditor General reported in 2020 that the Department was unlikely to meet this requirement by 2023 and that, based on the current upgrade rate, the network is unlikely to be fully accessible until 2066 – over 70 years after the accessibility

standards became a mandated requirement.

Progress is being made in upgrading the tram fleet to modern, accessible vehicles. The first low-floor trams were introduced in 2001 – more than 20 years ago. Today, low-floor trams comprise approximately 38% of the fleet, increasing to 75% following delivery of the 100 Next Generation Trams. An additional 145 vehicles are required for the whole fleet (excluding heritage trams) to meet the current accessibility requirements. In VTAG's estimation, the Government will be forced to replace the balance of the older vehicles with modern equivalents as a direct follow-on from the delivery of the 100 G class trams. These older, non-conforming vehicles will be increasingly difficult to maintain and fail to meet community expectations. The absence of a comprehensive fleet strategy is yet another shortcoming of the Plan.

While progress is being made to renew the fleet, there has yet to be a plan to upgrade tram stops. The Department recently reported⁵ that there are currently 460 level access stops – the same number reported in 2020 as part of the Auditor General's review. There has been no material increase in the number of accessible stops over the last four years, nor is there any current plan to roll out new stops.

Today, 20 years after the first low-floor tram entered service, only Route 96 is nearly fully accessible (there is one stop without level access). PTV advises that Routes 11, 19 and 109 usually operate with low-floor trams, but less than half the stops along these allow access. Other tram routes (such as Routes 5, 6, 16, 48, 58, 72 and 86) operate with a mixture of newer and older trams, with only 25% of the stops allowing access.

Based on current trends, Melbourne is on track to have a fleet of modern, accessible vehicles within the foreseeable future. Yet, given the lack of progress, there is no

⁵ Email from the department 23/1/2024.

confidence that these vehicles will be paired with the level access stops needed to create an accessible service.

The Plan has proposed an innovative approach to upgrading stops. Previously, funding was for level access stops at key locations and implemented stop-by-stop. This scheme has been replaced by a corridor approach, where groups of about sixteen stops will be upgraded together.

VTAG understands that the Department of Transport and Planning is now planning to build new accessible stops in Footscray/Maribyrnong, Thornbury/Northcote, Fitzroy/Collingwood, and around the CBD. There is no program for the remainder of the network.

Off track: the struggle for people with disabilities on Melbourne's tram network

Disability advocate says there is 'no political will' to make accessibility upgrades as Brunswick residents plan rally

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📍 Brunswick resident Christian Astourian on Sydney Road. He has helped organise a rally to mark the start of transport equity week and call for accessible tram stops in the area. Photograph: Nadir Kinani/The Guardian

The lack of political will to modernise tram stops has seen the upgrade of stops stalled leaving many people without access to tram services.
(Source: The Guardian 15 Sept 2023)

Given the urgent need to accelerate the roll-out of stop upgrades, **VTAG urges the Government to revise the assessment for selection of stops to be upgraded to level access to include the practical considerations of technical feasibility and constructability to ensure that as many stops as possible are delivered as a matter of priority.**

VTAG notes that Melbourne's network has a much higher density of stops than is found on comparable networks, and therefore, some rationalisation of stops is appropriate. Furthermore, the rationalisation of stops, together with the construction of level access platforms, provides the opportunity for additional on-road priority measures as discussed later in this submission.

An Energy Efficient Network

VTAG commends the Government for powering the existing tram network with 100% renewable energy.



We encourage the Government to recognise that trams, and public transport more generally, are more energy-efficient than private and shared motor vehicles. Therefore, the energy efficiency of the transport sector is improved by encouraging a shift in travel to public transport away from personal and shared cars. Making the tram service as attractive and accessible as possible is, therefore, an important task.

A key aspect of achieving mode shift is to ensure the integration of tram stop rationalisation with stop design and adjacent streetscape design, co-ordinated with the work of local authority urban design work to upgrade the walkable catchments around tram stops.

Renewing Our Fleet and Infrastructure



The Plan needs to provide a clear path for modernising the tram fleet. The next tranche of vehicles that will replace the oldest vehicles in the fleet is mentioned, but details need to be provided about how and when all older Z-Class and A-Class trams will be replaced.

The Next Generation Tram project will introduce 100 G-Class trams into service starting in 2025. The Plan notes that these new vehicles will replace “some” aging high-floor trams. Assuming these new trams will replace old trams on a one-for-one basis, by 2029, the fleet will comprise 300 low-floor trams, 213 high-floor trams (Z-Class, A-Class, and B-Class), and

13 heritage (W-Class) trams. By 2029, most high-floor trams will be over 35 years old and not meet current accessibility standards.

The Auditor General has previously reported⁶ on the department's failure to meet its legal obligation to ensure all tram stops meet accessibility standards by 31st December 2022. The Plan, as it stands, will also see the Department miss the 2032 legal requirement to ensure a fully accessible tram service. There is an urgent need to plan to replace the remaining Z-Class, A-Class and B-Class trams. By 2029, all these vehicles will be operating beyond their design life, and none meet current disability standards.

Table 4 - Melbourne's Tram Fleet (Current and Planned)

Class	Capacity	Low Floor	Introduced	Quantity
G	150	Yes	2025 (Planned)	100
E	210	Yes	2013	100
D2	140	Yes	2004	21
D1	90	Yes	2002	38
C2	180	Yes	2005	5
C1	120	Yes	2001	36
B2	110	No	1988	130
A	65	No	1984	69
Z3	70	No	1975	114
W8	75	No	1951	13
			Total Fleet	526
			Total Low Floor Fleet	300

Source: <https://yarratrams.com.au/our-fleet-today>, Melbourne's Tram Plan

⁶ Victorian Auditor-General's Office, Accessibility of Tram Services, October 2020
VTAG Melbourne's Tram Plan Response (May 2024)

Improving Tram Performance

VTAG welcomes Melbourne's Tram Plan objective to "improve journey times and deliver faster, more reliable tram travel for passengers". Yet, in a serious omission, the Plan provides no detail of what will be done and when.

A passenger's journey time from point A to B comprises five key elements:

- Access time – the time needed to access the entry tram stop from the journey origin, Point A.
- Wait time – the time spent waiting for the tram to arrive at the stop.
- In-vehicle time – the time spent on the vehicle between entry and exit.
- Egress time – the time needed to access the final destination, Point B, from the exit stop.
- Transfer time – the time spent transferring between stops and the additional wait time.

Pragmatically, there are limited opportunities for significant change in access and egress times. These times are governed by physical geography, the interplay between established land uses and the tram network. VTAG recognises the rationalisation of stops as platform stops are rolled out, which may increase access and egress time. This can be offset, to some extent, by tram and platform design and a reduction of in-vehicle time due to less frequent stops. Overall, if the rationalisation is well planned, the accessibility will improve, and overall performance will also improve.

Melbourne's Tram Plan focuses on giving tram services "more green light time" to speed the trams to reduce in-vehicle time, and to deliver more reliable tram services, reducing unexpected wait time. Currently, Melbourne's tram network, the world's largest, is one of the slowest in the world, notwithstanding the introduction of modern trams. Yet the Plan lacks any specifics of how this problem will be tackled.

VTAG recommends expanding the corridor-based approach for stop upgrades to include a corridor-wide implementation of traffic priority. Coordinating the introduction of new level access stops with the introduction of separation kerbs and priority traffic signals would increase efficiency. At minimum, a dedicated program is needed to materially improve trams' on-road performance and reduce the in-vehicle time component of the overall journey time.

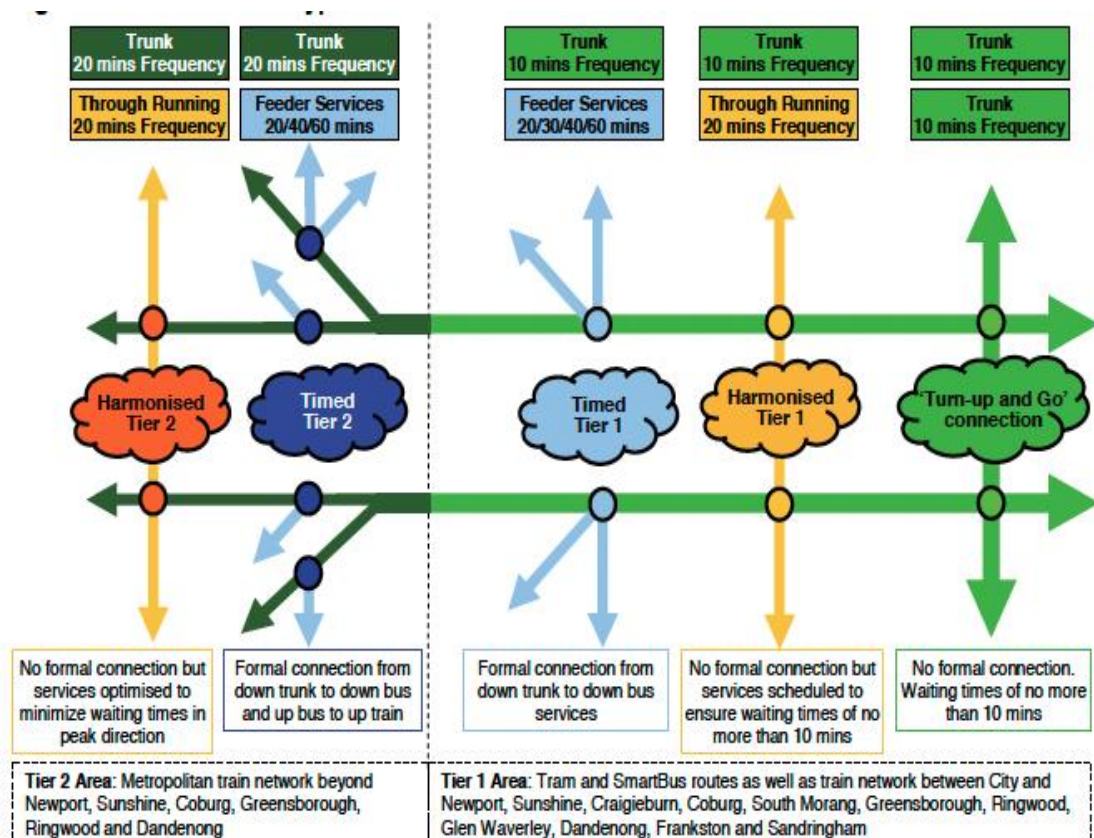
The greatest opportunity to improve tram performance quickly and cheaply is to increase service frequency to reduce wait time. Furthermore, the harmonisation of tram, train and bus service frequencies offers great potential to further reduce journey times for two or more public transport trips in one journey. The Plan does not mention multimodal integration as part of an overall strategy for improving public transport performance.

Public transport modal coordination is not a new concept. The Department's own Network Development Plan (NDP) prepared in 2012 gave detailed consideration "to protecting and enhancing multi-modal service options and recognising the interrelationships between all public transport modes" (p. 26). VTAG notes that in a regressive step, such considerations have been omitted from the recently released bus and tram plans. It is worth re-iterating some of the key points from the earlier train plan.

Approximately a quarter of tram journey journeys involve another public transport trip. Train/tram accounts for 18% of tram trips, tram/tram 10% and tram/bus another 6%. These proportions must grow as Melbourne intensifies and overall public transport mode share increases consistent with the ambitions of Plan Melbourne.

The NDP proposed an "integrated service planning and coordination framework" as the most efficient way to improve service levels across a dispersed travel market. In essence, this framework proposed a harmonised set of service frequencies to ensure timetable coordination across all modes. The integrated service is shown in Figure 1 taken from the NDP published in 2012.

Figure 1: Connection types (taken from Network Development Plan, p. 32)



Melbourne's tram network fails to meet the service level required to ensure modal coordination for many periods of the day. Most routes only meet Tier 1 service levels during peak hours.

Furthermore, Melbourne tram service levels compare poorly with the service levels provided on new light rail systems now operating throughout Australia, as shown in Table 5. Most of these new systems provide a maximum headway of 15 mins compared to 30 mins for Melbourne. Adelaide, the second worst example, provides a maximum headway of 20 mins.

Table 5 – Maximum Headways Across Australian Light Rail Systems

City	Route	Maximum Headway (mins)
Melbourne	Route 96	30
Adelaide	Glenelg	20
Sydney	L1 (Dulwich Hill)	15
Newcastle	NLR	15
Canberra		15
Gold Coast		15

VTAG urges the Government to adopt 15mins, or at least 20 mins, as the maximum headway for all Melbourne tram routes. This will align Melbourne with service levels in other Australian cities and regional centres.

Improving Passenger Experience



Melbourne's Tram Plan offers no specific initiatives to improve tram customer experience. This further demonstrates the weakness of this document.

VTAG notes that trams are part of an integrated public transport service. Much of the customer experience is determined by system-wide functions such as trip planning, passenger information, wayfinding, fares and ticketing, and the

provision of a safe and secure environment.

Aspects of service that are mode-specific, include facilities provided at stops and on-board vehicles. The most urgent matters facing customers are barriers associated with the lack of level access, discussed earlier in this document. The provision of real-time information, next-stop information has been greatly improved with the introduction of upgraded stops and new vehicles. Yet there are still many opportunities for low-cost improvements that are commonly found in world best transport systems including:

- Better stop facilities:
 - Locality maps (showing key local destinations and other public transport services within a 400 or 800m walk; multi-modal public transport network maps that enable customers to make network-based route choices – good examples of these are the maps used at London bus stops)
 - Assistance/emergency buttons
 - Wi-fi
 - Charging ports
 - Seating
 - Weather protection
 - Good night-time lighting
 - Payment facilities
- On-board facilities
 - Assistance/emergency buttons
 - Wi-fi

VTAG reiterates concern with the free tram zone. This initiative works against many of the aims of Melbourne's Tram Plan. We share Infrastructure Victoria's concern that "expanding the free tram zone will lower network performance and reduce equity"⁷.

⁷ Inquiry into Expanding Melbourne's Free Tram Zone - Infrastructure Victoria Submission, December 2019

Conclusion

Melbourne's Tram Plan is a welcome document and an acknowledgment by the government of the importance of Melbourne's trams to our city. Many cities once abandoned Trams, much to those cities' regret. Melbourne not only retained its tram network but expanded it. As an acknowledgement, the Plan is an essential start to an overdue discussion.

Yet the Plan fails to meet the basic requirements VTAG would expect to see in a plan intended as a road map to drive significant improvement needed. The Plan offers a limited assessment of the current situation, such as the lack of level access stops, the aging tram fleet, deteriorating infrastructure and the need for on-road priority. This compromises the credibility of the more aspirational elements of the plan about the longer-term and broader scale potential of trams for accessibility transformations of Melbourne's central, inner, and critical middle suburban employment clusters. More particularly, the Plan is silent on many of the previous initiatives announced by the Government, raising more questions than it answers.

The plan nods to what might be found in modern tram systems, as seen in Sydney, Canberra, Adelaide, and the Gold Coast. These new systems demonstrate the qualities of modern light rail. Melbourne's trams may be iconic, but the system is old, tired, slow, and inaccessible despite recent investment in new vehicles.

VTAG embraces the Plan as an invitation to engage with the Department on the next steps for transforming the system into an accessible and efficient service. A service that will further encourage urban consolidation and provide an attractive alternative to less efficient and less sustainable forms of travel.

VTAG will seek regular meetings with the Department to ensure every effort is made to create a plan worthy of the name.

Victorian Transport Action Group

This submission is made by the Victorian Transport Action Group (VTAG), an independent forum focused on solutions to Victoria's transport challenges.

Members of VTAG have expertise across passenger and freight transport, urban and regional planning, State and Local Government, I.T. and the environment, engineering, architecture, and urban design.

Australia is facing a climate crisis. VTAG advocates for policies and projects that demonstrate meaningful reductions in emissions and prepares Victoria for a low-carbon future.



Maroondah Business Advisory Committee – Minutes

Meeting Details:

Date: Wednesday 26 June 2024 Time: 9:30am - 12pm Location: Meeting Rooms
1 & 2, Realm

Attendees:

Councillors

Cr Kylie Spears (Mayor and Chair) (entered at 10:12am)
Cr Rob Steane OAM
Cr Tasa Damante

Council Officers:

Steve Kozlowski, Chief Executive Officer
Marianne Di Giallonardo, Director People and Places
Chris Zidak, Manager Business and Precincts (attended virtually)
Georgia Brent, Business Development & Partnerships
Andrew Binks, Strategy and Projects Officer
Nikki Steegstra, Business Support and Programs Officer
Jackie Paul, Business Support and Programs Officer
Emma Hills, Governance Officer (Minute Taker)
Debbie Seddon, Coordinator Corporate Planning, Risk and Information Item 4.6
Brian Tu, Corporate and Community Planning Facilitator Item 4.6

Community Representatives:

Jenny Newman, Maroondah Business Group
Geoff Daniel, The Casual GM (attended virtually)
Simon Fuller, Contek Constructions
James Braunegg, Micron21 Pty Ltd
Greg Balmforth, Eastland QIC
Jessica Shaw, True Fairies
Louisa Ellum, Swinburne University of Technology

Apologies:

Councillors:	Nil
Council Officers:	Nil
Community Representatives:	Claudia Gatt, Jodie Murphy, Marcus Young

Conflict of Interest Disclosure:

Councillors:	Nil
Council Officers:	Nil
Community Representatives:	Nil

Items Discussed

1. OPENING OF MEETING (Acknowledgement of Country)

Maroondah City Council, in the spirit of Reconciliation, acknowledges the Wurundjeri People of the Kulin Nation as traditional custodians of the land on which we are gathered today, where Indigenous Australians have performed age-old ceremonies. We pay our respects to their Elders, past, present and emerging.

2. WELCOME

Cr Steane welcomed everyone to the meeting, noting that he would be chairing the meeting until Cr Spears arrived.

CONFIRMATION OF MINUTES - WEDNESDAY, 27 MARCH 2024

ITEM 3

The minutes of the previous meeting were confirmed by consensus.

4. ITEMS

BUSINESS ARISING

ITEM 4.1

An update was provided on two action items from the previous meeting.

CEO UPDATE

ITEM 4.2

A copy of the CEO update will be provided to committee members along with the minutes.

MBG UPDATE

ITEM 4.3

An update was provided regarding Maroondah Business Group (MBG). It was noted that they have brought on Bendigo Bank as platinum partner and have welcomed three new general members.

The success of the group's recent events was noted. It was advised that the member spotlight event is held in July and is a great event for small businesses.

An overview was shared of the newly adopted MBG Board Members at the AGM.

SECTOR UPDATES - ROUND TABLE

ITEM 4.4

It was discussed that the economy continues to cool and unavoidable household costs are rising.

It was noted that some sectors have been operating/working through their capital which is now running out. On the other hand, some clients are experiencing record profits and growth in particular sectors.

It was advised that TAFEs are experiencing workforce challenges in some areas. It was noted that face to face training is reducing in favour of online courses. Discussion surrounded the risks and benefits of online learning.

Cr Spears entered the meeting room at 10:12am and took the chair.

A member advised that their events have sold out more often since they started using TikTok.

It was noted the type of energy created in Australia is very important as there needs to be a way to power the increased demand in the technology sector. It was also advised that many businesses are now looking at open source software to reduce costs.

An update was provided on real estate in Maroondah which is facing similar challenges as reflected across the State.

FOCUS SECTOR – SIMON FULLER, CONTEK CONSTRUCTIONS

ITEM 4.5

An overview of the economic outlook for the construction sector was provided including the significant costs and work associated with submitted tenders for projects.

An update on contracting for the government and the challenges that this can present was provided.

It was noted that wellbeing in the industry is being prioritised more, however, there is still work to be done.

It was also noted that there needs to be a bigger emphasis on succession planning in the construction industry as many businesses don't have a plan in place. The committee felt this would be an interesting area for MBAC to explore further.

MAROONDAH 2050 AND COUNCIL PLAN

ITEM 4.6

The project's timeline was outlined as well as the work and significant engagement that has been completed to date.

The results of the broad community engagement were outlined including what the community value the most about Maroondah, along with the community's aspirations and top priorities.

Through an engagement exercise, the committee members selected three focus areas provided from the feedback that relate to business. The committee discussed in groups: How can Council, partners and other levels of government enhance business and economic sustainability in Maroondah?

From the discussions the following priorities were highlighted:

Supporting Small and Local Businesses - Communicate existing opportunities and programs with the aim to increase spending in the area through united networking opportunities and facilitating collaboration between businesses. The outcome would be businesses understanding the supports that are available to them.

Employment Pathways and Opportunities - Identify long term employment needs and be industry specific in the approach. Involve young people, education and Council. The

outcomes could be 20 minute neighbourhoods that include jobs, education and more people being attracted to the area.

Sustainable Businesses - Making sure we have right metrics and data to measure needs and build capability to be able to change and adapt. This could be done by educating businesses to 'future proof themselves'. Industry leaders and tertiary providers could be involved. The outcome would be a model to support businesses over the long term.

The next steps for Maroondah 2050 were outlined.

COMMITTEE FOCUSED WORKSHOP - MAROONDAH DISABILITY
ADVISORY COMMITTEE

ITEM 4.7

It was noted that the Maroondah Disability Advisory Committee have expressed interest in the two committees coming together to look at ways to support people with a disability who are looking for employment.

It was suggested that looking into current research programs that are doing well in this space might assist. It was also suggested that this could be a good topic for BizMonth next year.

BREAKOUT GROUP DISCUSSION - SMALL BUSINESS
INTEREST/SUPPORT FOR EMPLOYEES WITH ADDITIONAL NEEDS

ITEM 4.8

Items 4.7 and 4.8 were held concurrently.

BIZHUB UPDATES - GEOFF DANIEL - MBEA2024 INSIGHTS

ITEM 4.9

Information regarding the Maroondah Business Excellence Awards was provided.

An overview was provided of the learnings that came from previous years and the changes that have occurred based on those learnings.

Questions regarding the timing of the awards and the categories were posed to the committee however due to time constraints it was advised that the information will be emailed to members for them to provide feedback.

BIZHUB UPDATES - BIZMONTH 2024 - BUILDING ON SUCCESS

ITEM 4.10

An overview of BizMonth, which was previously BizWeek, was provided.

Information regarding the program of events, communications plan and marketing plan was outlined along with the statistics from this year and the feedback that was received through the attendee survey.

The committee advised that the information that was sent via phone was confusing. They also noted that it would be good to have categories that highlight the type of events that meet certain needs and interests.

MEETING CLOSE AND NEXT MEETING - 11 SEPTEMBER 2024

ITEM 4.11

A QR code was provided for members to provide feedback regarding the meeting.

The meeting concluded at 12:05pm.

TITLE PLAN			EDITION 1		TP972218K	
<p>LOCATION OF LAND</p> <p>PARISH: MOOROOLBARK</p> <p>TOWNSHIP: _____</p> <p>SECTION: _____</p> <p>CROWN ALLOTMENT: 11G (PART)</p> <p>CROWN PORTION: _____</p> <p>TITLE REFERENCE: VOL. 8967 FOL. 125 &</p> <p>TITLE REFERENCE: VOL. 7600 FOL. 062</p> <p>LAST PLAN REFERENCE: LP21014, ROADS R2 & R4</p> <p>DEPTH LIMITATION: DOES NOT APPLY.</p>			<p>WARNING: THIS PLAN REPRESENTS AN EXPECTED DIVISION OF LAND. ANY ONE LOT MAY NOT HAVE BEEN CREATED. CHECK THE LOT/PLAN INDEX FOR CURRENT INFORMATION.</p>			
			NOTATIONS			
EASEMENT INFORMATION					THIS PLAN HAS BEEN PREPARED FOR LAND VICTORIA TITLE DIAGRAM PURPOSES.	
Easement Reference	Purpose/ Authority	Width (Metres)	Origin	Land Benefited/ In Favour Of		
E-1	AS PROVIDED FOR IN SEC. 207C L.G.A. 1989.	6.10	SEC 207C L.G.A. 1989.	YARRA VALLEY WATER & MAROONDAH CITY COUNCIL		
					Date: Assistant Registrar of Titles	
SCALE 8 0 8 16 24 32 LENGTHS ARE IN METRES			SCALE 1:800		ORIGINAL SHEET SIZE A3	
FILE NO: LGD			SURVEYORS REF 31636S1		DEALING CODE: LGA	
SHEET 1 OF 1			VERSION 1 DATE 24/4/24			

TITLEPL.DWG

PLAN OF SUBDIVISION
OF PART OF CROWN ALLOTMENT 11⁶
PARISH OF MOOROOLBARK
COUNTIES OF MORNINGTON & EVELYN

LP 21014

EDITION 2

PLAN MAY BE LODGED

30-4-51

Measurements are in Feet & Inches

Conversion Factor

FEET X 0.3048 = METRES

V4231 F027

COLOUR CODE

BL=BLUE G=GREEN
R1, R2, R3 & R4 = BROWN
Y=YELLOW R=RED
H=HATCH P=PURPLE
CH=CROSS HATCH

APPURTENANCIES

THE LAND COLOURED YELLOW
IS AN APPURTENANT CARRIAGEWAY
EASEMENT. VIDE C/E 2306896

THE LAND COLOURED
YELLOW HATCHED
IS AN APPURTENANT
CARRIAGEWAY EASEMENT
VIDE INST. No.2224648

APPROPRIATIONS

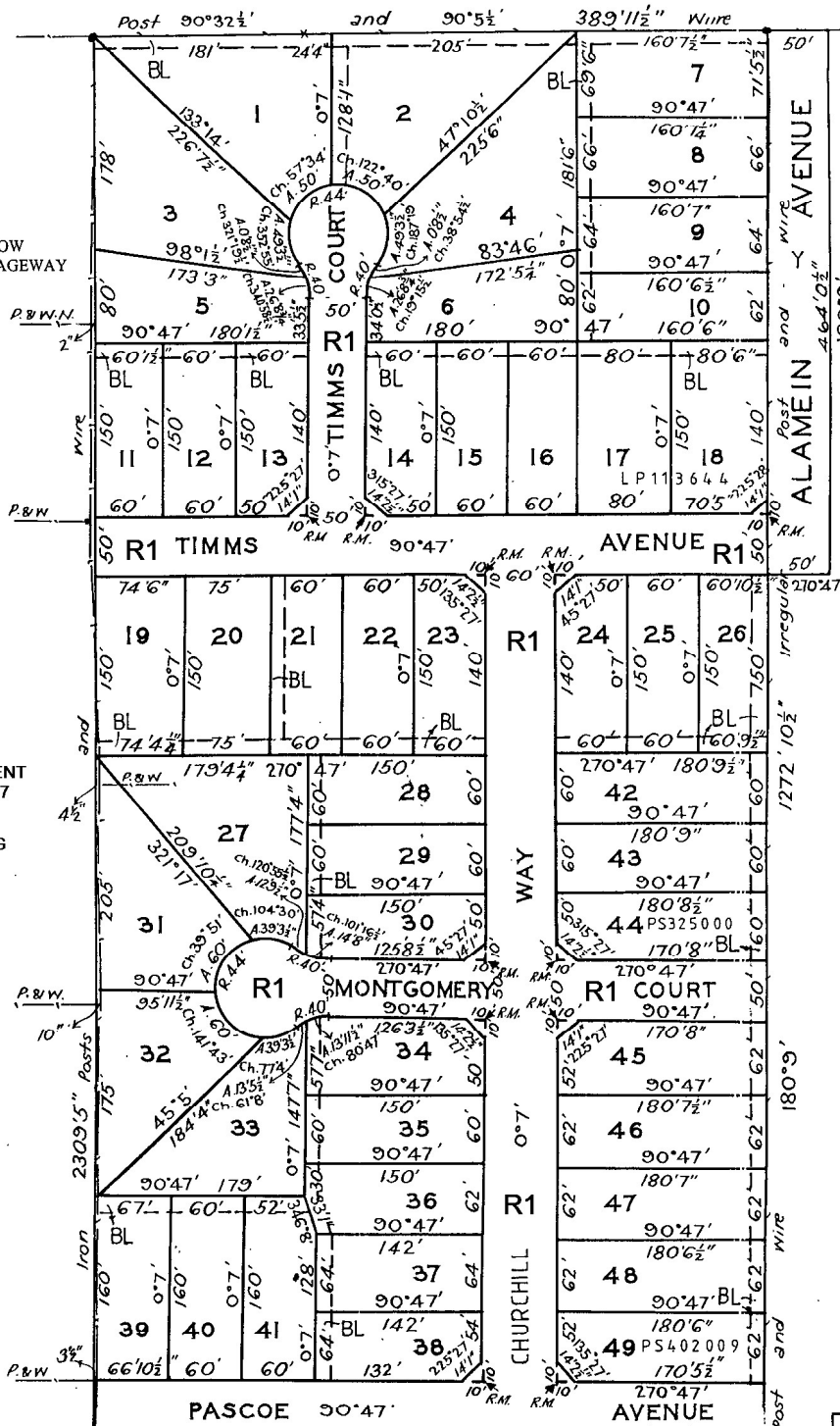
THE LAND COLOURED BLUE
IS APPROPRIATED OR SET
APART FOR EASEMENTS OF
DRAINAGE AND SEWERAGE
AND IS SIX FEET WIDE

THE LAND COLOURED BROWN
IS APPROPRIATED OR SET
APART FOR EASEMENTS OF
WAY AND DRAINAGE

ENCUMBRANCES

PART OF THE ROAD R1
IS ENCUMBERED BY
THE CARRIAGEWAY EASEMENT
CREATED IN INST. No.2306897

AS TO THE ROAD R2 & R3
ANY EASEMENTS AFFECTING
THE SAME

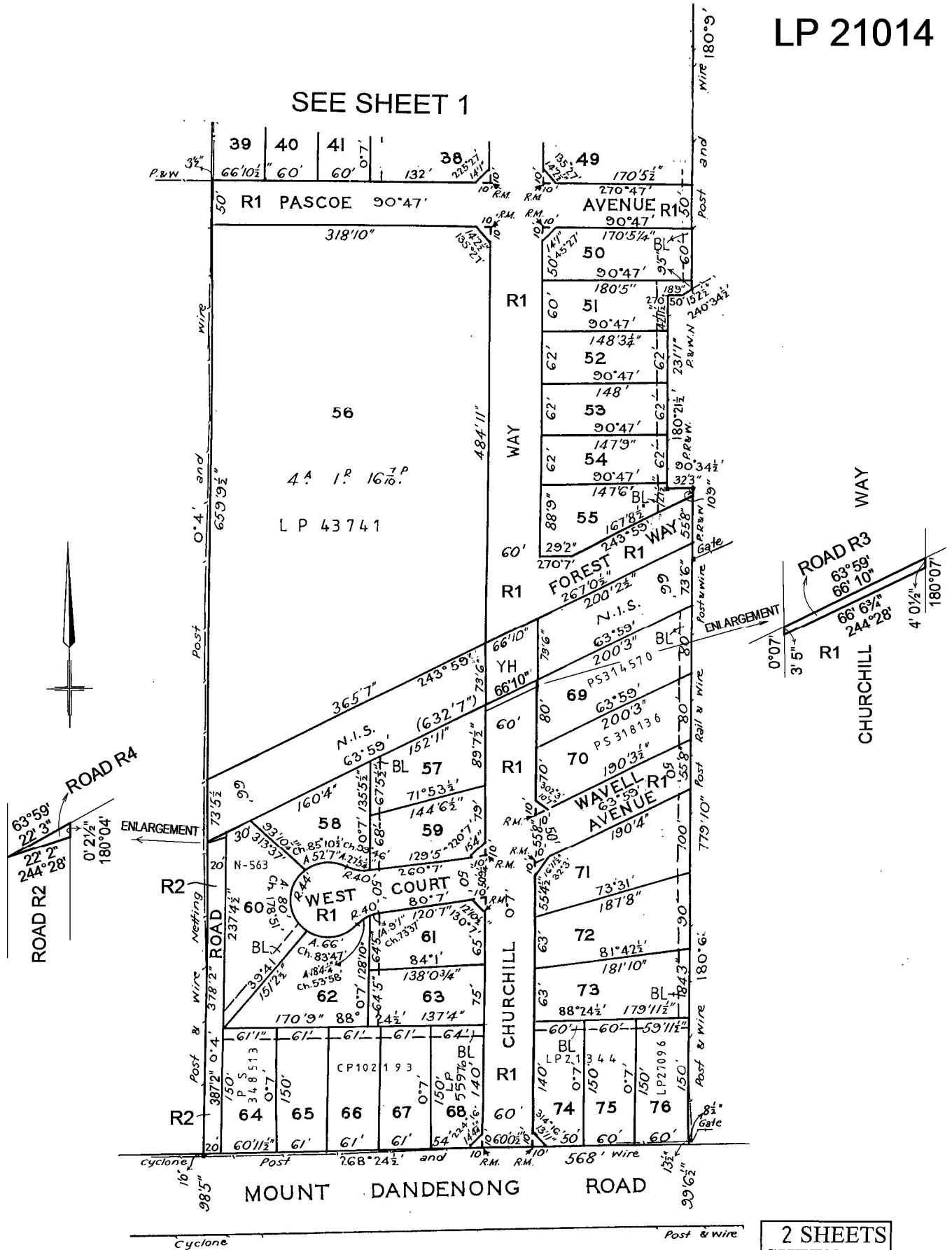


SEE SHEET 2

2 SHEETS
SHEET 1

LP 21014

SEE SHEET 1



MODIFICATION TABLE

RECORD OF ALL ADDITIONS OR CHANGES TO THE PLAN

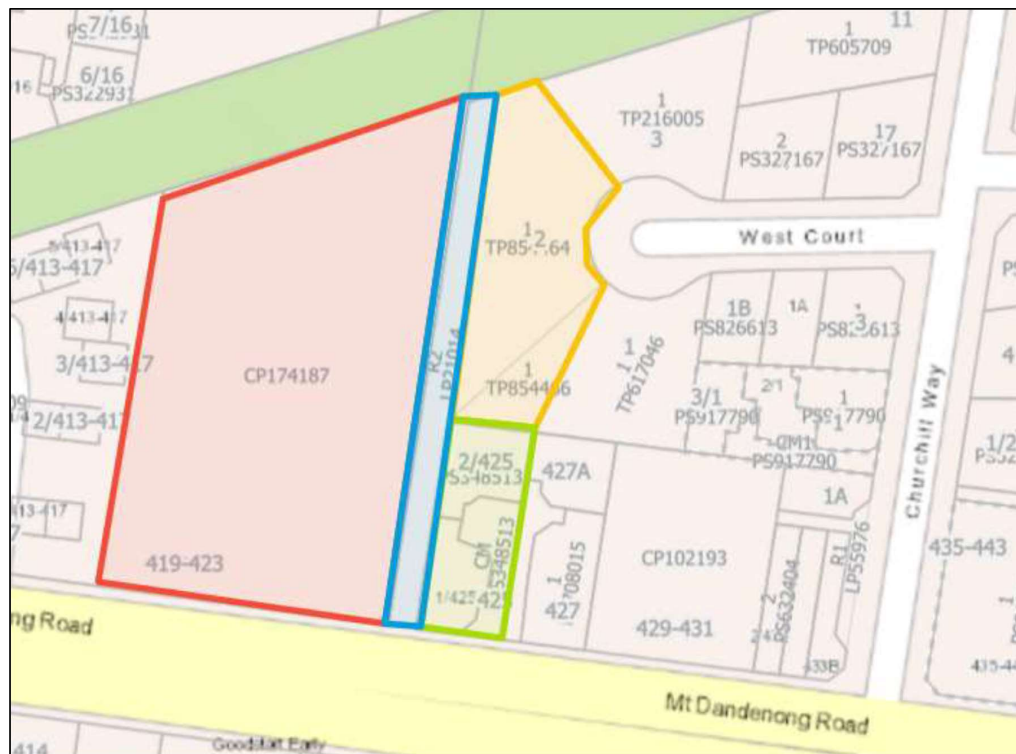
PLAN NUMBER

LP 21014

**WARNING: THE IMAGE OF THIS DOCUMENT OF THE REGISTER HAS BEEN DIGITALLY AMENDED.
NO FURTHER AMENDMENTS ARE TO BE MADE TO THE ORIGINAL DOCUMENT OF THE REGISTER.**

AFFECTED LAND/PARCEL	LAND/PARCEL IDENTIFIER CREATED	MODIFICATION	DEALING NUMBER	DATE	EDITION NUMBER	ASSISTANT REGISTRAR OF TITLES
ROAD (PT)	R1	CREATION OF EASEMENT	INST. NO.2306897		2	AD
ROAD	R2 & R3	EASEMENTS ENHANCED			2	AD

Schedule 3 - Site Plan



Schedule 4 - Locality Plan



Proposed Circular Economy (Waste Reduction and Recycling) (Mandatory Service Provision and Other Matters) Regulations 2024

The proposed regulations prescribe dates on and from when councils and Alpine Resorts Victoria must provide the four-stream services.

The four-stream waste and recycling services are:

- general rubbish,
- mixed recycling,
- glass recycling, and
- food organics and garden organics (FOGO)

The proposed regulations also outline other matters relating to auditors and infringement offences.

Do you support the commencement date of 1 July 2027 for the mandatory provision of all four service streams by councils and Alpine Resorts Victoria? Required

See Part 2 of the proposed regulations.

- Yes
- No

Please provide further details on your response:

Maroondah Council's transition plan allowed for the delivery of these new services by the 1 July 2027, as such, the start date is reasonable. However, Maroondah has not budgeted for the roll out of red lids for the general waste bins, and this may impact on our capacity to roll out glass by that timeframe. If Maroondah was able to continue to change general waste bin lids over to red at attrition, we could meet this timeline.

Do you have any comments regarding the infringement or auditor provisions of the proposed regulations?

See Part 3 of the proposed regulations.

If possible, auditors should have a background in waste management and contract management. Appointment of auditors outside of their field of expertise can result in inefficiencies in the auditing process, increasing auditing costs for RV and Councils.

Do you have any other comments on the proposed regulations?

No

Proposed Household Waste and Recycling Service Standard

The proposed service standard outlines the acceptable service arrangements, including:

- the approach to kerbside or drop-off services,
- consistent standard contents lists that describe what materials can be placed into each waste and recycling stream, and
- consistent colours for each stream in relation to bin lids, labelling and signage.

Do you support the commencement date of 1 July 2027 for the service standard under section 62 of the Circular Economy Act? Required

- Yes
- No

Do you agree with the proposed acceptable service arrangements for FOGO? Required

See section 2.1.2 of the proposed service standard.

- Strongly agree
- **Agree**
- Neither agree nor disagree
- Disagree
- Strongly disagree

Please explain your answer: Required

Maroondah Council supports the state-wide roll out of a combined food and garden organics kerbside service with the ability for local government to nominate the frequency of collection. The FOGO service is proven to reduce organic waste entering landfill and with careful engagement, can produce quality compost with minimal contamination, for Victorian farms.

Do you agree with the proposed acceptable service arrangements for kerbside collection? Required

See Section 2.2 of the proposed service standard.

- Strongly agree
- **Agree**
- Neither agree nor disagree
- Disagree
- Strongly disagree

Please explain your answer: Required

Maroondah Council agrees that kerbside services are the most preferable for households, however, the requirement to undertake an assessment and publish these results for drop off services could unnecessarily increase the service costs.

Do you agree with councils and Alpine Resorts Victoria being required to provide households with an option to opt-out of a FOGO kerbside collection service? Required

See section 2.2.3 of the proposed service standard.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- **Strongly disagree**

Please explain your answer: Required

This could have the perverse effect of increasing the waste charge for users of the services, so that other users can opt-out of the service.

Without regular auditing of general waste bins, which is cost-prohibitive, there's no efficient method for councils to ensure no organics are entering the landfill stream.

Our estimates show that the cost to opt-out could be in excess of \$250 per household. In addition to these costs, the setting up of auditing and administration processes would also be required.

Maroondah Council waste contracts and charges are set up to be as efficient and therefore cost-effective as possible. This change will increase our costs without any resource recovery or service delivery benefit to the community.

Do you agree with the proposed acceptable service arrangements for drop-off services? Required

See section 2.3 of the proposed service standard.

- Strongly agree
- Agree
- Neither agree nor disagree
- **Disagree**
- Strongly disagree

Please explain your answer: Required

Maroondah Council understands the importance of services being accessible to the community, but the access requirements for transport should be more flexible to allow for the range of built environments and PT access across Victoria.

Do you agree with the standard content lists for each waste and recycling stream? Required

See section 2.4 of the proposed service standard.

- Strongly agree
- Agree
- Neither agree nor disagree
- **Disagree**
- Strongly disagree

Please explain your answer: Required

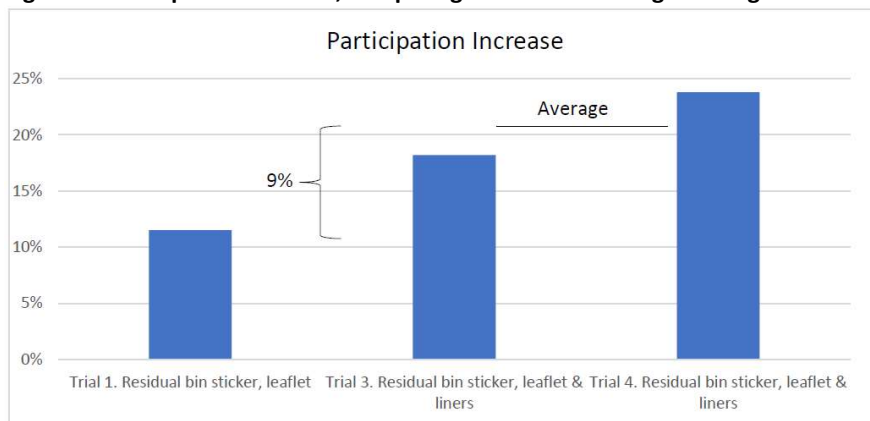
Maroondah Council supports the notion of standardising the contents of kerbside bin waste streams, however, there are several concerns with the proposed lists. It's acknowledged that in an endeavour such as this where an industry is standardised, that the effect is homogenisation. The end result of this is some more advanced service providers and processors having to go backwards, whilst other less advanced service providers and processors having to implement more advanced processes. The glass service is an example of what homogenisation does, one MRF couldn't accept glass, therefore everyone was imposed with the need to separate it. Similarly, the materials proposed to be included or excluded appear to be based around one-two processors needs, rather than industry-wide input. It also appears that the current standards are based around data and consultation feedback at a point in time and doesn't appear to consider new entries to the market for organics processing that are able to process compostable liners.

Removing compostable liners will reduce our overall service delivery and processing efficiency due to reduced participation rates and increased contamination. There are numerous studies by waste consultancies and local governments across NSW and VIC which demonstrate compostable plastic liners reduce the use of non-compostable plastic bags and increase participation by removing the 'yuck' factor. Our own data reflects this with recent audits revealing our lowest ever organics contamination rate of 0.05% in 2023 following the introduction of FOGO with the free provision of compostable liners.

Please refer to social research undertaken by WRAP which found that of 16 service education interventions assessed, the services with the highest participation rates were those that provided liners both initially, and ongoing. The research also found that 90% of respondents said that liners make recycling food waste easier. Figure 1 below shows that for the services using liners, participation rates increased by 9% on average, compared with

those that didn't provide liners. To illustrate, a 9% reduction in participation for Maroondah would amount to 940 tonnes of organic waste not captured and sent to landfill.

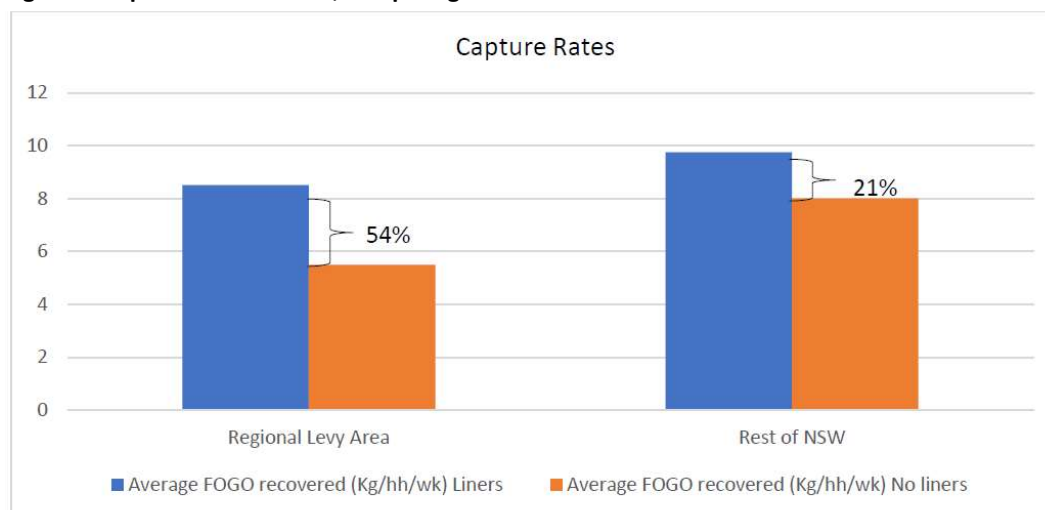
Figure 1. Participation increase, comparing two services using liners against one without.



Source: WRAP Household food waste collections guide, Section 11, 2021

The capture rate refers to the amount of food waste in the FOGO bin as a standalone figure and not as a portion of the overall organics in the system. A matched pair analysis of NSW Councils undertaken by MRA Consulting, looked at the average capture rates for services with liners versus services without liners. They found the weighted average increased capture from liners was 32% (see figure 2, below).

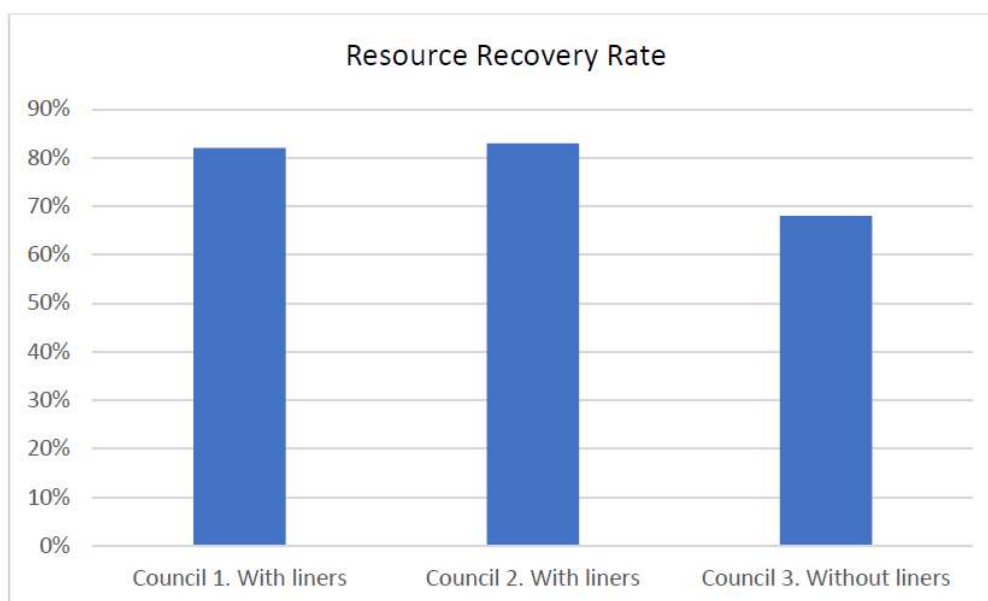
Figure 2. Capture rate increase, comparing services with liners to services without



Source; NSW Local government WARR data 2019-20

Review of existing FOGO services in NSW shows a strong correlation between the amount recovered and therefore diverted from landfill and Council provision of compostable liners. Figure 3 below, shows the resultant Resource Recovery Rate (RRR) post a 12 month education campaign for three NSW Councils, two of which provide liners, and one that doesn't. The data shows that, on average, Council provided liners increases the RRR of food by an average of 14.5%.

Figure 3. Resource Recovery Rate (RRR) for services with liners versus without



Source: Scrap together FOGO 'Deep Dive' education project evaluation report 2020

Maroondah's fortnightly FOGO service was informed by our community and designed around the use of compostable plastic liners in order to contain odour and reduce instances of spoiled food sticking to the bin. The liner alternatives proposed, namely paper liners, would pose the same issues as plastic liners (can still be tied up, can still conceal contaminants). Paper liners are not feasible to store, supply or distribute for Maroondah due to paper liners being much bulkier than the plastic liners (i.e., the weight of 150 paper liners is 3.25Kg, compared to 935g for 150 compostable plastic liners. The additional mass and volume of the liners means it's not feasible to distribute without exorbitant delivery costs).

Maroondah is concerned that organics processors that are having difficulty in processing compostable plastic liners, could also find they can't process fibre-based liners, given that compostable plastic liners are certified industrial compostable and should be able to be processed.

NSW EPA acknowledges compostable plastic liners as a necessary tool to increase participation in FOGO, whilst also acknowledging the risk fibre-based compostable packaging has on the industry due to PFAS concerns. It's concerning that Victoria and NSW waste regulators have such differing views and reduces Councils confidence in supporting the change.

An alternative to the current proposed approach in the draft standard could be allowing Councils with a liner off-take arrangement in place to continue to use them, similar to the soft plastics proposal.

Maroondah has some concerns regarding the inclusion of soft plastics at a further date for councils without an off-take arrangement in place. Firstly, it would be our preference to see a product stewardship model which continued to require industry to pay for the cost of recycling this low-value packaging. Otherwise, the community is yet again stuck with paying the disposal bill for large multi-national companies. Maroondah considers this a step in the wrong direction.

Secondly, whilst the exact model for collection is not outlined, if the proposal is along the lines of the Australian Grocery Council's 'curby' program, the ability to convey accurately to residents that they need to bag their bags in a Council bag, but not their other recycling, is fraught with issues.

Thirdly, soft plastics behave like paper when going through a Material Recovery Facility (MRF) and end up contaminating the paper and cardboard stream. It doesn't appear logical to introduce a low-value material for recovery, at the risk of reducing the value of the highest value material - and this runs counter to the reasons purported as to why a glass bin is necessary, namely, to reduce embedment and to increase the value of fibre based products.

Maroondah requests reconsideration of soft plastics being included at a future date into the mixed recycling and compostable plastic liners being removed from 1 July 2027 due to the rationale outlined above.

Please also reconsider the inclusion of oyster shells in the FOGO service. These shells are made of calcium carbonate and have the effect of essentially allowing rocks to be placed in the FOGO service. Our processor utilises shredders, this would break their machines.

Do you have any other comments regarding the proposed service standard?

Maroondah has an open and collaborative approach to working with their processors for recycling and FOGO. It's disappointing that these processors were not consulted on these 'final' draft standard lists. It is difficult to confidently back the proposed standard lists knowing that processors were not spoken with. The lack of evidence to support the changes further damages our confidence in supporting the standards.

Regulatory Impact Statement

The Regulatory Impact Statement outlines the range of regulatory options considered to help Victoria set the standard for better recycling at home, as well as assessing the impacts of each option.

A multi-criteria analysis was used to assess and consider the costs and benefits of each option.

The analysis and broader context describe why the Victorian Government's proposed regulations and service standard are the preferred option.

Do you support 'Option 4 – 2027 commencement with kerbside services where reasonably practicable' as the preferred option? Required

See Chapter 5 the Regulatory Impact Statement.

- **Yes**
- No

Please explain your answer: Required

Maroondah supports the concept of the reforms, to make recycling easier for households, however, we would like the state to be more transparent around the evidence base for their decisions so that we can communicate that effectively to our local community. For instance, what options were considered by the state when assessing the need for a glass only bin? Why did glass end up having a better triple bottom line, than say paper/cardboard only bin?

Do you have any other comments on the Regulatory Impact Statement?

The financial assumptions underpinning the RIS which claim that councils will have a financial net gain from these reforms doesn't flow through in Maroondah's case. It's acknowledged that the modelling is based on data from Councils across Victoria, so therefore we note that other councils may actualise some benefits. Unfortunately, these reforms will have a net cost increase for Maroondah households at a time where cost of living is having significant impacts on our community. Maroondah requests that the state carefully considers their messaging so as to not confuse the community on the costs and benefits of these reforms.

Setting the standard for better recycling at home - Impact analysis

Engage Victoria [Setting the standard for better recycling at home](#) | [Engage Victoria](#)

Submissions close Wednesday 14 August 2024

Service standard is made with Ministerial approval Dec 2024

Standard to commence 1 July 2027

Change	Considerations/impact	Recommendation
Individual households can opt-out of FOGO service	<ul style="list-style-type: none">• The current, universal waste charge may need to be split in order to not charge residents for a service they're not receiving (as this would breach the ministerial guidelines for waste charges). Splitting the charge will add additional administration burden to the customer service, rates and waste teams and increases the cost of the service for all users.• Removing services is not cost recoverable currently, as we do not charge for bins to be delivered or removed. Charges may need to be implemented for removal and delivery of new bins so other users are not off-setting this cost.• Councils will be audited to ensure that they have appropriate governance in place that is preventing FOGO opt-out households from placing organics in the general rubbish. The monitoring of FOGO opt-outs by Council will have additional administration burden. Initial costings indicate that it will cost Council roughly \$200 - \$250 per opt-out property.• There are concerns around how this would be managed for rentals where landlords often try to provide the cheapest bin service option available.	Ensure that the governance of opt-outs is not overly burdensome to Councils and ratepayers, or, do not allow opt-outs. Opt-outs will increase service costs for all waste charge payers.

Change	Considerations/impact	Recommendation
No opt-out for glass	<p>Opt-out of FOGO allowed, but not glass</p> <ul style="list-style-type: none"> The RIS accepts that there are methods for households to manage food scraps at home, and therefore they can opt out of the FOGO service, but because there are no alternatives to glass disposal, all households must have a glass bin. Glass is the most reusable out of all of the packaging in our mixed recycling bin and often the small amount that is generated by a household is reused. Given that MRFs will still be accepting commingled recycling with glass included from commercial contracts, even if small amounts of glass did enter the mixed recycling stream, it wouldn't matter. 	<p>Recommendation: Allow for opt-outs of both services, with consideration given to reducing the administration and auditing impact on Councils, or do not allow opt-outs all together.</p>
Compostable kitchen caddy liners to be banned	<p>Frequency change could be triggered</p> <ul style="list-style-type: none"> Bio Gro, Council's FOGO processor, was not consulted on the removal of liners from the service and they do not support liners being removed. Bio Gro provided an official response on the standards to Council noting that use of liners in their opinion is contributing to a low contamination rate for all councils they're servicing and high participation rates. The community was consulted on the FOGO service design and frequency, and the removal of liners goes against what the community told us they wanted. The removal of liners could trigger another round of consultation to determine collection frequencies. If FOGO was to go weekly, general rubbish would need to go fortnightly as there's not enough kerbside space to safely present three bins at a lot of properties. We could offer an increased sized general waste bin to offset the reduced frequency of collection of the general waste bin. Frequency changes would require a significant variation to our collection contract. Other alternatives posed by the state (inc. paper liners, paper towel, newspaper), do not address the issues that will arise from discontinuing liners. Paper liners are too bulky to provide as an annual delivery, costly to store due to their bulk, and limited numbers could be stored at CS centres for distribution, also due to their bulk. Paper liners will not address the issues purported to be caused by compostable liners, including contaminants being hidden inside and knots being tied in the bag, as this can be done just as easily with paper liners. 	<p>Recommendation: allow compostable liners (that are lime green, do not have t-shirt handles and meet industry composting requirements) to be included if an off-take arrangement is already in place, similar to soft plastics.</p>

Change	Considerations/impact	Recommendation
	<ul style="list-style-type: none"> Compostable liners are proven to reduce contamination and increase participation, there's a risk that if they're removed our diversion rates will revert to pre-FOGO implementation levels. 	
<p>Start date to comply brought forward to 1 July 2027</p> <p>All lids must comply by new date of 1 July 2027 including general waste</p>	<p>Red lid roll out and all reforms required to be completed by 1 July 2027</p> <ul style="list-style-type: none"> The mixed recycling bin lid changeover would need to be pulled forward into the 25/26 financial year. A general waste bin lid changeover and/or roll out of new bins, will need to be factored into budgets and resourcing to ensure delivery by 1 July 2027. Pulling forward the requirement of all LGs to deliver FOGO and Glass by 1 July 2027 (FOGO had until 2030 in previous drafts and lid changeovers weren't time-bound), will put even greater pressure on bin manufacturing and supply, and the market capacity to deliver this is not considered in the standards or the RIS. This bottleneck will also see a spike in bin prices as there is no competition in the market. 	<p>Request that the general waste bin still be allowed to be changed over at attrition. Request that the market capacity to manufacture the number of bins in the given timeframe and the availability of crews to deliver the bins is assessed. Given the reform is being expedited, consider additional funding for Councils in order to mobilise resources to deliver within the new timeframe.</p>
Changes to what can be accepted in recycling and FOGO and 3-year review of	<p>Introducing soft plastics into mixed recycling at a possible future date</p> <ul style="list-style-type: none"> The state is proposing to review what can go into FOGO and the mixed recycling bin every three years. Councils will have to update all marketing collateral every three years and the hot stamps on our bins will quickly become incorrect. Visy, Councils current MRF, was not consulted on these draft standards and are not supportive of soft plastics being included in the mixed recycling service for the following reasons: 	<p>A product stewardship scheme approach should be continued for this low value plastic, rather than socialising the packaging disposal costs onto the</p>

Change	Considerations/impact	Recommendation
accepted/un-accepted materials	<ul style="list-style-type: none"> ○ The proposed model to collect soft plastics in a Council-provided plastic bag, then tie the bag up and place into the mixed recycling bin, is very difficult to communicate. Councils have spent decades communicating don't bag your recycling, yet this is still the most prevalent contaminant in the mixed recycling stream and this messaging is counter-intuitive. ○ If residents get it wrong, and we know from current behaviour it's likely to happen, the loose soft plastics will behave similar to paper products at the MRF and end up contaminating this otherwise high value paper/cardboard stream. ○ The aim of the reform is to increase the value of the materials in the mixed recycling stream on the commodities market, however, there's the potential to decrease the value of the highest value stream (paper/cardboard), by forcing collection of one of the lowest value streams. This puts the MRF's currently sustainable business model at risk at is counter intuitive the objectives of the reforms. ○ The community will perceive the delivery of plastic bags, to put their plastic bags in, as wasteful. ○ There's no 'advanced' method to sort soft plastics, hand sorters would need to be employed to remove the bags. If bags were not placed in the 'correct' bag, it would end up getting sent to landfill. <ul style="list-style-type: none"> ● The three year review of standard contents with the potential inclusion of soft plastics needs to consider the time for MRFs to reconfigure their sorting and for councils to update their communication assets. <p>Other changes to what is accepted</p> <ul style="list-style-type: none"> ● The main concern with changing what can go in, is the need to communicate why the change is made to our community effectively. There's also a couple of items that seem strange to now include, for instance oyster shells, which take a very long time to breakdown. 	<p>community. Where soft plastics are included, continue to allow councils with an off-take arrangement to collect soft plastics. However, the collection and recycling of soft plastics should arguably be done separately to the mixed recycling bin system in order to not undermine the desired outcomes of the reforms, namely to increase the value of the current materials in our mixed recycling bins, as introducing soft plastics into the mixed recycling will contaminate paper and cardboard (the reason purported as to why glass is needed to be separated).</p>
Council's obligations,	Council must provide the four services (under the Act), by the 1 July 2027 (under the subordinate regulation), under certain conditions (under the service standard).	

Change	Considerations/impact	Recommendation
enforcement and auditing	<ul style="list-style-type: none"> The Circular Economy (Waste Reduction and Recycling) Act 2021 sets out the obligation for councils to provide four household waste services (general waste, mixed recycling, glass and FOGO). The Draft Mandatory Service Provision Regulations 2024 sets the date for when the obligation to provide the four services begins. The Draft household Waste and Recycling Service Standard 2024 provides the details and requirements for how councils are to deliver the services (including bin lid colours, standard contents, opt-out arrangements and drop off options). Drop off points can be allowed under strict conditions: <ul style="list-style-type: none"> Council must undertake an assessment and publish its reasonings as to why a kerbside service is not feasible. The assessment must be done every three years and published for the community to view. There are three criteria that can be considered: onsite storage for bins, geographically dispersed populations and vehicle access to the kerbside. If more than one drop off service is provided, they must be physically separated from each other to reduce contamination Must be in a visible, clearly marked location Must be accessible via multiple modes of transport If pedestrian entry is allowed, the number of major road crossings must be minimised Must meeting disability and limited mobility access requirements Must have appropriate access for collection vehicles Majority of the penalties associated with the Act relate to non-compliance by service providers. However, it's still clearly an offence for a Council not to comply. As an example, if the state believes that an entity has not complied, they can issue a show cause notice, under section 121 of the Act. This can then trigger compliance and enforcement actions to which an improvement notice can be issued under section 126. If Council breaches the improvement notice, then they are liable for up to 240 penalty points under section 126.1.2. It requires that the service standards be included in collection and processing contracts by the 1 July 2027. 	

Change	Considerations/impact	Recommendation
	<ul style="list-style-type: none"> Businesses and commercial premises are currently out of scope, but will be picked up in the next round of reforms. The state will provide guidance materials (no date given as to when) to assist councils in meeting their compliance obligations. Currently, the state is proposing to develop guidance materials on demonstrating compliance for: <ul style="list-style-type: none"> Provision of services (Section 60 of the Act) FOGO as a single and combined service Kerbside and drop off services Service standards must form part of a contract (Section 70 (2) of the Act) The state will also provide guidance materials on: <ul style="list-style-type: none"> Infringements and Powers under the Act Compliance readiness checklist 	
Financial impact to Council	<p>The Regulatory Impact Statement (RIS) claims Councils will receive a net benefit from the reforms, but this is incorrect for Maroondah City Council</p> <ul style="list-style-type: none"> The financial assumptions underpinning the RIS are generalised and a lot of the 'cost savings' purported by the state that Councils will realise, is not the case for Maroondah. E.g. Assumption that taking glass out could free up a mixed recycling fleet truck which could be deployed for glass. For Maroondah, our fleet is based around having to pass every household, we can't remove a truck, as we need to pass every house regardless of the collected volumes. E.g. Assumption that glass attracts no gate fee. It will attract a gate fee, however it could be cheaper than the mixed recycling gate fee. E.g. Assumption that mixed recycling gate fee will go down when glass is removed, this isn't the case for Maroondah. E.g. Assumption that all contracts are pay per tip, this is not the case for Maroondah. E.g. Doesn't take into account increase in mixed recycling contamination, by weight, due to removal of glass. Glass is the heaviest material in the mixed recycling bin, removing it means that proportionately, our contamination rate goes up, even though the same amount of contamination is presented. E.g. Landfill disposal costs are inflated so that the cost savings of introducing FOGO look more favourable. 	The state consider their messaging to not mislead the community on the costs of the reforms.

Impact on Kerbside Reform implementation timeline

The table below provides the current kerbside reform transition dates that have been agreed with the Victorian Government. The key change to this timeline is the need to add a charge to the currently free additional recycling bins this financial year (24/25) in order to align with the Ministerial Guidelines for Charges and Levies. By completing this project earlier on, it allows us to either (option one) push back the glass start date to 1 June 2027 and undertake lid changeovers over the Nov 2026 - Jan 2027 period, or (option two), go ahead with the current timing included in our transition plan.

From a communicating change perspective, delivering the glass bins first (option two) will be simpler to implement and will have less phone calls. Once bin lids start being changed, the community begin to start calling in anticipation of the new service starting. As the lid changeovers take minimum three months to complete, this can result in a lot of potentially avoidable phone calls. If glass bins are delivered first, the community can start using the bin straight away and we will avoid phone calls regarding when does the service start/when can I start using it. Option two also has a more logical implementation timing, where we can avoid attempting lid changeovers during the Christmas holiday period when many households go away on holidays. There is also the benefit of not changing the lids to state glass is not accepted until households have a bin to put the glass in.

Current kerbside reform timing		Option One: Latest possible glass start date		Option Two: Maintain current glass start date	
Activity	Timing	Activity	Timing	Activity	Timing
Glass only kerbside service	Bin roll out: Sept-Nov 2026 Starts: 1 January 2027	Retrieval of surrendered mixed recycling bins / charge to be added	2024/2025 financial year	Retrieval of surrendered mixed recycling bins / charge to be added	2024/2025 financial year
Retrieval of surrendered mixed recycling bins	Feb-Apr 2027	General waste bin lid changeover	2025/2026 financial year	General waste bin lid changeover	2025/2026 financial year
Mixed recycling bin lid changeover	May-July 2027	Mixed recycling bin lid changeover	Nov 2026 -Jan 2027	Glass only kerbside service	Bin roll out: Sept-Nov 2026 Starts: 1 January 2027
		Glass only kerbside service	Bin roll out: Feb-April 2027 Starts: 1 June 2027	Mixed recycling bin lid changeover	Feb-Apr 2027

Financial Impact

The table below outlines the costs of the remaining kerbside reform projects against financial years. Whilst the glass roll out and mixed recycling bin lid changeover are budgeted for, the general waste bin lid changeover is a new cost.

	24/25 FY	25/26 FY	26/27 FY
Mixed recycling bin retrievals	\$150,000		
Mixed recycling bin income from new charge	(3,500 bins @ 70/bin) \$245,000		
General waste bin lid changeover		(47,000 bins @ \$10/lid + \$12/lid changeover) \$1,034,000	
Glass bin manufacturing and delivery			(47,000 bins @ \$40/bin + \$14/bin delivery) \$2,538,000
Mixed recycling bin lid changeovers			(49,650 lids @ \$11/id + \$10 per lid changeover) \$1,042,650

Maroondah City Council

Council Plan 2021 - 2025 Priority Actions Progress Report



Quarter 4, 2023/24 Financial Year
Status as at 30 June 2024

Maroondah City Council

Council Plan 2021 - 2025 Priority Actions Progress Report

Quarter 4, 2023/24 (as at 30 June 2024)






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 2023-24 financial year. Some actions span multiple years as identified in the Council Plan 2021-2025. Progress is identified as at 30 June 2024.

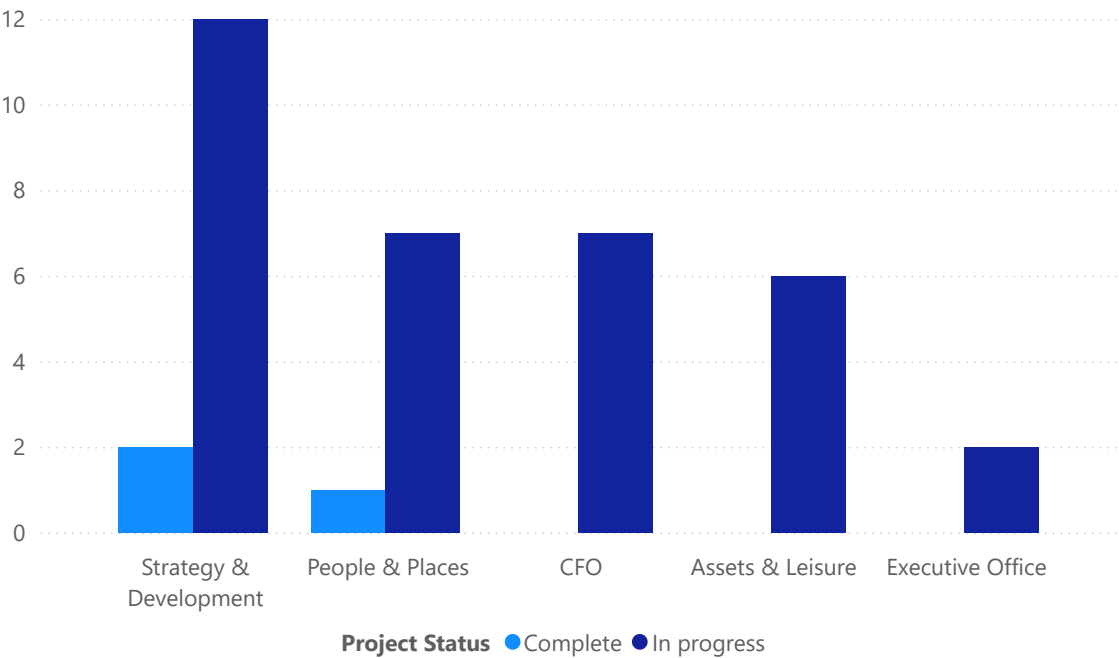
The following status icons assist with interpreting the progress of Council Plan Priority Actions:

-  Priority action has been achieved
-  Priority action has been deferred to another year
-  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 is currently on track and/or progressing as expected.

Summary of Progress

There are 37 Priority Actions listed in the *Council Plan 2021-2025* for the 2023/24 financial year. As at 30 June 2024, three (3) actions have been completed and 34 actions are in progress.

Directorate	Complete	In progress	Total
Assets & Leisure		6	6
CFO		7	7
Executive Office		2	2
People & Places	1	7	8
Strategy & Development	2	12	14
Total	3	34	37



Council Plan 2021 - 2025

Year 3 - 2023/24 Priority Actions

Q4 Progress Reporting - as at 30 June 2024



A safe, healthy and active community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
1	Review, update and implement Council's Physical Activity Strategy; and develop and implement a Stadium Sport Strategy	The Stadium Sports Strategy was endorsed by Council on 18 September 2023. The Physical Activity Strategy 2024-2029 will be tabled for adoption in July 2024 following engagement with Maroondah community.	In progress	●	2023/24	Assets & Leisure	Leisure & Major Facilities
2	Finalise and implement the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031^ (including the Health and Wellbeing Action Plan and Positive Ageing Framework and Action Plan 2021-2025) in accordance with the Public Health and Wellbeing Act 2008	The Health and Wellbeing Action Plan 2023-2025 has been endorsed. The Plan outlines the initiatives that Council will undertake to work towards outcomes of the Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031 during the 2023/24 and 2024/25 financial years.	In progress	●	Beyond 2024/25	Strategy & Development	City Futures
3	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	Hub B stakeholders are now settled in with equipment, resources and space-sharing underway. A range of collaborations have been initiated between tenants including sharing resources through the Occasional Care Op Shop, and an intergenerational project that included young people, U3A and Croydon Seniors.	In progress	●	Beyond 2024/25	Strategy & Development	City Futures
5	Work in partnership with the Victorian Government to support the construction of a new hospital in Maroondah to ensure the location and construction maximises community benefit	Council continues to work in partnership with the Victorian Government to support the construction of a new hospital in Maroondah to ensure the location and construction maximises community benefit.	In progress	●	Beyond 2024/25	Strategy & Development	City Futures
4	Continue to monitor the social and economic impacts of the COVID-19 pandemic and provide responses aligned to community needs	Over the past 12 months, Council service areas have continued to monitor the social and economic impacts arising from the COVID-19 pandemic to ensure service delivery is aligned to community needs.	Complete	✓	2023/24	Strategy & Development	Community Safety

Council Plan 2021 - 2025

Year 3 - 2023/24 Priority Actions

Q4 Progress Reporting - as at 30 June 2024



A prosperous and learning community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
6	Advance planning to reinforce the sense of place and Local Neighbourhoods to enable people the choice to live local through the provision of services and daily needs from across a network of neighbourhoods within Maroondah	Council continues to participate in the Local Neighbourhoods Municipal Planning Project providing access to grant funding and the opportunity to work with the Victorian Government to plan for local neighbourhoods in Maroondah. A Liveable Neighbourhoods Strategy has been prepared to advance planning of local neighbourhood initiatives and identify opportunities for social, economic and capital investment in Maroondah's neighbourhoods and local activity centres.	In progress	●	Beyond 2024/25	Strategy & Development	City Futures
7	Work in partnership to implement the Bayswater Business Precinct Transformation Strategy and investigate and implement innovative opportunities to enhance business capability, skill development, employment and education pathways for the manufacturing sector	Work continues to implement the Strategy with progress being monitored and guided by the recently established governance structures. Work progresses on development of an overarching spatial plan that will address access, activity centre and physical amenity outcomes. A revised business case for a physical Bayswater Business Precinct hub is also being developed.	In progress	●	Beyond 2024/25	People & Places	Business & Precincts
8	Work in partnership to plan for and support the Victorian Government three and four year old kindergarten reforms, including advocating for funding at all levels of Government for new and redeveloped facilities to enable these reforms in Maroondah	Council continues to work with Department of Education and Victorian School Building Authority in regards to the impacts for Maroondah of the rollout of the Best Start, Best Life kindergarten reforms across Victoria, which includes increasing the hours of funded Kindergarten for three and four year old children. Over the past 12 months, Council has sought to understand impacts on the community arising from the Victorian government expanded reform and undertake feasibility studies for Council's early years infrastructure. Council and the Department of Education are working towards an executed Memorandum of Understanding to enable negotiations for a pipeline of adequate infrastructure grants for works to help meet the future demand for Kindergartens.	In progress	●	Beyond 2024/25	People & Places	Community Services
9	Implement the Ringwood Metropolitan Activity Centre Master Plan including enhancing the Maroondah Highway Boulevard and Staley Gardens	Victorian Government advocacy is being undertaken to seek funding for the future upgrade of Maroondah Highway Boulevard. The second stage of the Staley Gardens Landscape Masterplan stakeholder consultation concluded in May 2024 providing feedback on the draft design principles developed for the proposed future upgrade.	In progress	●	Beyond 2024/25	People & Places	Business & Precincts
10	Successfully transition the Eastern Regional Libraries service to a Beneficial Enterprise Model	Council endorsed the Your Library Agreement for execution on 19 June 2023. Transition to Your Library Limited commenced on 1 July 2023.	Complete	✓	2023/24	People & Places	Community Services

Council Plan 2021 - 2025

Year 3 - 2023/24 Priority Actions

Q4 Progress Reporting - as at 30 June 2024



A vibrant and culturally rich community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
11	Design the Karralyka redevelopment, and undertake staged redevelopment works	Council will continue the design and construct for the staged redevelopment of the venue subject to funding. The proposed redevelopment will include a new multi-purpose foyer expansion, outdoor paved terraced area leading from the enhanced foyer space, and some accessibility improvements. Construction of the new multi-purpose foyer will commence in September 2024, with works scheduled to be completed by mid-2025.	In progress		Beyond 2024/25	Assets & Leisure	Projects & Assets Management
12	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	Council continues to implement the Arts and Cultural Development Strategy 2020-2025, guiding service delivery of art classes, exhibitions and projects at Wyreena, ArtSpace at Realm, Maroondah Federation Estate Gallery and related arts precincts. Exhibition and public programs continue to deliver strong levels of engagement. Some opportunities exist to broaden the scope of this plan in future to "Creative Communities" to encapsulate the now wider service portfolio of Creative Places inclusive of Arts and Culture, Karralyka, and Precinct Placemaking Activations.	In progress		Beyond 2024/25	People & Places	Business & Precincts

Council Plan 2021 - 2025

Year 3 - 2023/24 Priority Actions

Q4 Progress Reporting - as at 30 June 2024



A clean, green and sustainable community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
13	Work in partnership to deliver the staged implementation of the Reimagining Tarralla Creek project	Council will continue to work with Melbourne Water to progress Stage 2 of Reimagining Tarralla Creek. Discussions are underway to identify opportunities to align works on the upcoming Kilsyth to Croydon South Water Mains Renewal Project with delivery of the Swinburne section (Stage 4) of the Re-imagining Tarralla Creek project.	In progress	●	Beyond 2024/25	Strategy & Development	City Futures
14	Implement Council's Sustainability Strategy 2022-2031, including development of a Climate Change Plan integrating carbon reduction and climate adaptation measures	Council continues to implement the Sustainability Strategy 2022-2031. The Strategy includes actions that promote environmental, social and economic sustainability, addressing themes of the built environment, climate change, community connections, a green economy, green infrastructure, governance, evaluation and improvement. A Climate Action Plan is under development. This Plan will provide a holistic approach to managing climate change mitigation, adaptation and risk across Council and the community.	In progress	●	Beyond 2024/25	Strategy & Development	City Futures
15	Develop and implement Council's Waste, Litter and Resource Recovery Strategy 2020-2030	The strategy continues to be implemented, including the successful roll out of the new food and garden organics service (FOGO) during 2023. During 2023/24, an evaluation of the FOGO service was undertaken ensuring risks are managed, such as contamination impact on markets. A review of Council's Waste Strategy has been initiated and will incorporate changes from the new Circular Economy (Waste Reduction and Recycling) Act 2021, new Federal targets for municipal solid waste, and performance of the new FOGO service. A new Waste Services Policy has been completed, along with a 6 month FOGO service evaluation report and update. Preliminary planning for glass waste service rollout has also commenced. Other projects, such as the reusable nappy project, continue to be rolled out successfully as part of Council's waste education program. An assessment of the impacts of the draft Victorian Waste Service Standards will be a key priority during 2024/25.	In progress	●	Beyond 2024/25	CFO	Finance & Commercial
16	Prepare and implement a series of Biolink Action Plans that implement the Maroondah Habitat Connectivity Study	In 2022/23, eight 'biolinks' were identified for improving habitat connectivity across the municipality. The first Plan - the Mullum Mullum Creek Draft Biolink Action Plan - has been developed with community consultation undertaken in November and December 2023. Detailed planning for at least two more biolinks is underway.	In progress	●	Beyond 2024/25	Strategy & Development	City Futures
17	Implement a streetscape enhancement program, including a significant increase in tree planting	Council's streetscape enhancement program continued in 2023/24 with nine street renewal projects being completed during the year. This program includes a focus on targeting inappropriate trees under power lines.	In progress	●	Beyond 2024/25	Assets & Leisure	Operations

Council Plan 2021 - 2025

Year 3 - 2023/24 Priority Actions

Q4 Progress Reporting - as at 30 June 2024



An accessible and connected community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
18	Work in partnership with the Victorian Government to implement road improvement works at: <ul style="list-style-type: none"> New Street, Ringwood Reilly Street and Wantirna Road, Ringwood Eastfield Road, Ringwood East Plymouth Road and Kirtain Drive, Croydon Undertake carpark improvement works at: <ul style="list-style-type: none"> McAlpin Reserve, Ringwood North Dorset Recreation Reserve, Croydon 	The upgrade to Plymouth Road including the installation of traffic signals at Kirtain Drive and Pedestrian Operated signals on Plymouth Road was delivered by the Department of Transport and Planning in partnership with Council, with works were completed in late 2023.	Complete	✓	2023/24	Strategy & Development	Engineering & Building
19	Design and construct an activity centre carpark in Ringwood	Construction has commenced building a new car park at 1 Bedford Rd in the Ringwood Activity Centre. The \$33.2M project is being funded by the Australian Government and Council providing additional parking spaces for commuters, residents and visitors. The remaining portion of the original Blood Brothers storefront has been retained and relocated to a prominent position on the site, retaining the corner store significance of the original building. Construction work will continue into 2024/25.	In progress	●	2024/25	Assets & Leisure	Projects & Assets Management
20	Work in partnership with the Victorian Government to support the removal of level crossings at Bedford Road Ringwood; Dublin Road Ringwood East and Coolstore Road Croydon; and the construction of new stations at Ringwood East and Croydon	Level Crossing Removal works have progressed well in 2023/24 with major construction blitz activities being undertaken at all three sites resulting in the removal of the Bedford and Dublin level crossings and the permanent closure of the Coolstore Road level crossing in early 2024. The new Ringwood East station is scheduled to open in July 2024 and the new Croydon train station in August 2024. Construction of the new car parks, bicycle paths and landscape works are scheduled to be completed in late 2024.	In progress	●	2024/25	Strategy & Development	Engineering & Building
21	Advocate to the Australian and Victorian Governments for the provision of new and upgraded transportation infrastructure in Maroondah	In 2023/24, Council continued advocacy work to address the major transport needs of the Maroondah community.	In progress	●	Beyond 2024/25	Executive Office	Senior Executive
22	Work in partnership to undertake renewal works on the Mullum Mullum Creek and Colchester Road shared trails; and continue footpath construction in the Principal Pedestrian Network	During 2023/24, Council worked in partnership to undertake renewal works on the Mullum Mullum Creek trail. Renewal of the section of trail from Marilyn Crescent to Kalinda Road will be completed across the 2024/25 and 2025/26 financial years. The footpath construction program for Maroondah's Principal Pedestrian Network for 2023/24 has been completed. Works included: Colchester Road (Canterbury Road to Collier Road); Morinda Street (Loma Street to Railway Avenue); Highton Street (Loma Street to Railway Avenue); Smithdene Avenue (Loma Street to Railway Avenue); Rupert Street (no. 17 Rupert Street to Mullum Mullum Creek); Maroondah Highway (Dampier Grove to Hillcrest Avenue); Maroondah Highway (Hughes Park Reserve frontage); Fairview Avenue (Eastfield Road to Patterson Street); Canterbury Road (Wantirna Road to no. 305 Canterbury Road); and Evelyn Road (Loughnan Road to no. 3 Evelyn Road).	In progress	●	Beyond 2024/25	Strategy & Development	Engineering & Building

Council Plan 2021 - 2025

Year 3 - 2023/24 Priority Actions

Q4 Progress Reporting - as at 30 June 2024



An attractive, thriving and well built community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
23	Develop a new Croydon Structure Plan and prepare a planning scheme amendment to incorporate the policy into the Maroondah Planning Scheme	The Draft Croydon Major Activity Centre Structure Plan was made available for consultation from 31 August 2023. Consultation closed on 22 October 2023, with submissions being reviewed in early 2024. The Structure Plan is currently being reviewed in light of recent changes announced by the Victorian Government in relation to future housing targets for all municipalities across the State.	In progress		Beyond 2024/25	Strategy & Development	City Futures
24	Work in partnership to implement the Greening the Greyfields project to facilitate a sustainable approach to urban redevelopment in identified residential precincts	Amendments C134maro and C136maro for the two identified residential precincts were gazetted in the Maroondah Planning Scheme during 2022/23. Over the past 12 months, Council has continuing to work with stakeholders to implement the Greening the Greyfields project in two identified residential precincts and involve relevant landowners.	In progress		Beyond 2024/25	Strategy & Development	City Futures
25	Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct	Planning and design works for the staged redevelopment of the Croydon Community Wellbeing Precinct (CCWP) continued during 2023/24. The Precinct will be home to several vital Council and community services, whilst including integrated indoor and outdoor spaces that provide for activation, inspiration and empowerment. The next phase of developing this vibrant precinct is a community and cultural hub will serve as a central point for several community groups and will also include amenities such as: Council Service Centre, a state-of-the-art library, cafe, and performance and events space. Planning and early works, including relocation and site preparation are underway, with construction on this stage set to begin in 2025.	In progress		Beyond 2024/25	Assets & Leisure	Projects & Assets Management
26	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	In 2023/24, Council continued to implement flood mitigation works at identified sites. The Sherbrook Catchment (Stage 3) drainage upgrades in Ringwood from Bourke Street to Charter Street was completed in November 2023, Stage 4 of the drainage upgrade works along Charter Street from New Street to Market Street is scheduled to be completed in late July 2024. Council is also continuing to investigate and discuss flood mitigation for central Croydon with external agency partners/catchment authority partners.	In progress		Beyond 2024/25	Strategy & Development	Engineering & Building

Council Plan 2021 - 2025

Year 3 - 2023/24 Priority Actions

Q4 Progress Reporting - as at 30 June 2024



An inclusive and diverse community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
27	Investigate and implement additional all gender changing facilities at local sporting venues	Following the opening of a new pavilion at JW Manson Reserve in Wantirna, the former changing facilities originally located at this Reserve have been relocated to Quambee Reserve in Warranwood. In 2024/25, Council will investigate options for the redevelopment of the change rooms at Hughes Park to accommodate all gender changing facilities.	In progress		2023/24	Assets & Leisure	Leisure & Major Facilities
28	Implement the Gender Equality Act 2020, including the Maroondah Gender Equality Action Plan 2021-2025	In February 2024, Council completed its progress reporting obligations to the Commission for Gender Equality. Work is currently underway to provide employees with training on how to conduct gender impact assessments and then act as champions across Council. A template will be used to assist Council service areas to complete these assessments.	In progress		2023/24	People & Places	People & Culture
29	Continue to monitor and respond to Australian Government Aged Care Reforms to ensure that Council services adapt appropriately to meet current and future community needs, and advocate for ongoing support and care for Maroondah senior citizens	Council continues to monitor the Commonwealth My Aged Care reform agenda. The Australian Government has announced that a new service model for Commonwealth Home Support Program will not occur prior to July 2027. The Commonwealth had previously confirmed the intention to transition the Aged Care Regional Assessment Service into a new consolidated assessment service model from 1 July 2024, however, a Tender released by the Commonwealth in January 2024 announced a further six month extension to the current arrangements to 31 December 2024. Council is undertaking a review of service delivery in this space considering the current and future needs of Maroondah community and the contemporary sector environment.	In progress		2024/25	People & Places	Community Services

Council Plan 2021 - 2025

Year 3 - 2023/24 Priority Actions

Q4 Progress Reporting - as at 30 June 2024



A well governed and empowered community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
30	Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the Australian and Victorian Government elections in 2024/25 and 2026/27	During 2023/24, Council continued its advocacy to both the Australian and Victorian governments in seeking funding to address a range of key priority infrastructure, sporting and transportation improvement projects to benefit the Maroondah community.	In progress		Beyond 2024/25	Executive Office	Senior Executive
31	Implement and deploy the Customer Service Strategy 2020 that will continue to advance Council's commitment to be highly responsive and customer focused	During 2023/24, Council commenced a review of this Strategy and undertook community consultation to inform future directions. The new Strategy will focus on Council's commitment to being highly responsive and customer-focussed across all service areas and channels of Council. The draft Strategy is scheduled to be completed in late 2024.	In progress		Beyond 2024/25	People & Places	Communications & Citizen Experience
32	Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2024 for the 2024-2028 period	Planning has commenced for coordination of the Local Government Elections in October 2024 to be administered by the Victorian Electoral Commission (VEC). To assist prospective candidates, Maroondah participated in the Stand for Council program as coordinated by the Municipal Association of Victoria (MAV).	In progress		2024/25	CFO	Governance & Performance
33	Develop a strategy for Connected Communities involving digitising metrics to understand and respond efficiently to community needs	Consultants have completed the Phase 2 Connected Communities Strategic Assessment, consulting with all Council service areas and members of Council's Corporate Management Team. This report has been submitted for review and remains on track to be completed within the target timeline.	In progress		2024/25	CFO	Cyber & Technology
34	Enhance connections between Council's statutory committees (including advisory committees) and the Integrated Planning Framework to ensure alignment with emerging community priorities	A review of the focus areas for Council's advisory committees for the 2025-2029 Council Term will commence in 2024/25 to ensure alignment with findings and priorities identified by the Maroondah 2050 Community Vision process.	In progress		2024/25	CFO	Governance & Performance

Council Plan 2021 - 2025

Year 3 - 2023/24 Priority Actions

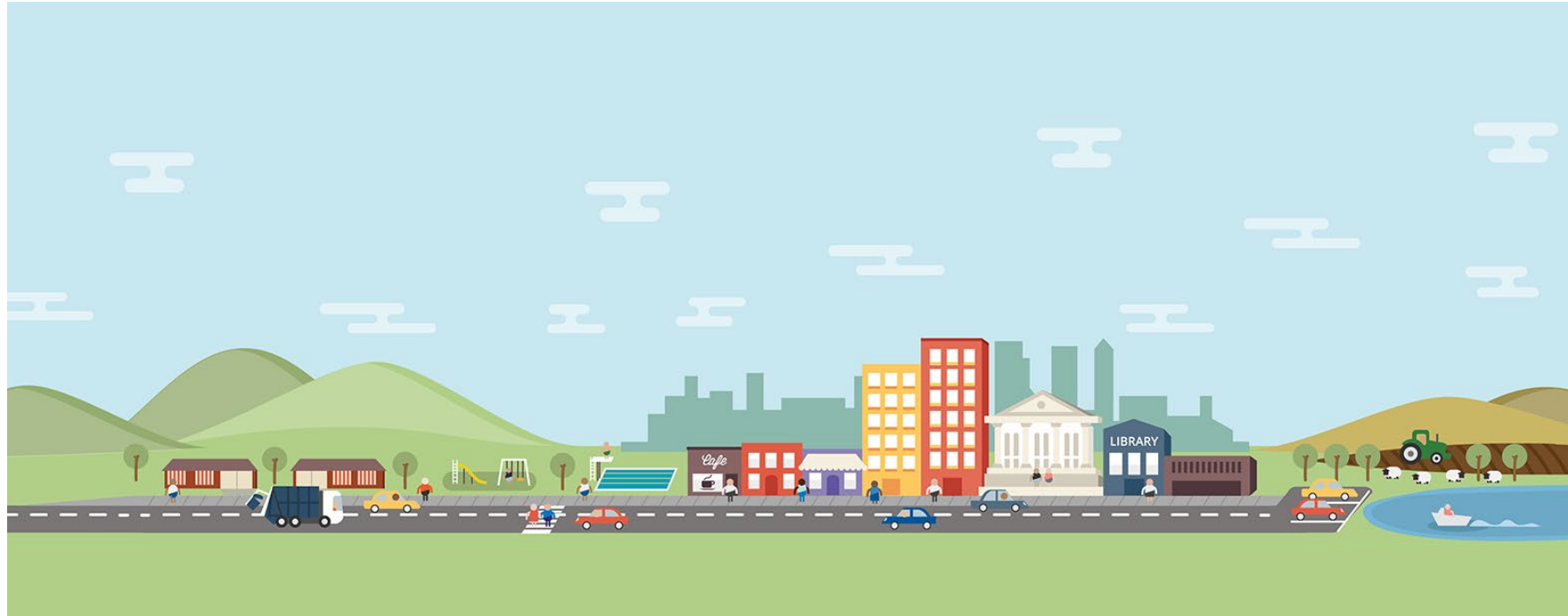
Q4 Progress Reporting - as at 30 June 2024



A well governed and empowered community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
35	Engage the community in developing a new Community Vision and prepare the Council Plan 2025-2029 following election of a new Council	Over the past 12 months, Council has commenced development of a new Maroondah 2050 Community Vision involving background research into current and emerging trends and community engagement. Broad engagement was undertaken from September to December 2023 with thousands of inputs from community members, key stakeholders and local organisations. From February to May 2024, a Maroondah 2050 Community Panel participated in a series of workshops to provide input and recommendations to Council on a new Community Vision, Council Plan 2025-2029 and a number of other supporting Council strategies. The Maroondah 2050 Community Vision and Council Plan 2025-2029 will be finalised during 2024/25.	In progress		Beyond 2024/25	CFO	Governance & Performance
36	Undertake a review of a range of Council technological systems	During 2023/24, Council undertook a current state analysis for its separate financial and asset systems. Both are to be incorporated into a phased Enterprise Resource Planning (ERP) implementation over forthcoming financial years. Council has engaged a project team for this work, including a Project Manager, Change Specialist, Project Control Board, and a Business Analyst role. A tender process has been undertaken and a preferred vendor identified. Phased implementation activities will continue into 2024/25.	In progress		Beyond 2024/25	CFO	Cyber & Technology
37	Evolve organisational capacity and implement systems to minimise risks to cybersecurity impacts	Ongoing security hardening and controls have been implemented to minimise cybersecurity impacts including: external penetration tests, implementation of face-to-face instructor led training for casuals, and the implementation of artificial intelligence software into the Security Incident and Event Management (SIEM) systems. Council has engaged a 24/7 external third party Security Operations Centre to continually monitor the SIEM for potential security incidents.	In progress		Beyond 2024/25	CFO	Cyber & Technology

Local Government Performance Reporting Framework 2023/24 Reporting Year



SERVICE PERFORMANCE INDICATOR RESULTS - YTD Quarter 4
(1 July 2023 – 30 June 2024)





Introduction

The Local Government Performance Reporting Framework (LGPRF) is a key State Government initiative which seeks to improve the transparency and accountability of council performance to ratepayers as well as provide a more meaningful set of information for the broader community.

The framework includes a range of key performance measures, and a checklist of governance and management items which together, build a comprehensive picture of council performance over time.

The following report provides the prescribed Local Government Performance Reporting Framework service performance indicator results as at the end of quarter 4, 2023/24.



The following status icons assist in interpreting 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:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Timeliness	Number of days taken to action animal requests					This measure relates to the average number of days between the receipt of, and the first action response for all animal management requests. The time taken to action animal management requests remains consistent with previous quarters.	
Time taken to action animal requests	<i>Expected range: 1 to 10 days</i>	1.03 days	1.01 days	1.01 days	1.03 days		
Service standard	% of collected animals reclaimed					This measure relates to the percentage of collected registrable animals reclaimed under the <i>Domestic Animals Act 1994</i> . The number of animals reclaimed has increased compared to the same time in the previous financial year. Council promotes the benefits of pet registration and microchipping and works with our Pound/ Animal Aid to support the reuniting of pets with their owners as much as possible.	
Animals reclaimed	<i>Expected range: 30% to 90%</i>	69.75%	65.45%	65.45%	70.25%		

Service indicator/measure	Measure expressed as:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Service standards							
Animals rehomed	% of animals rehomed <i>Expected range: 20% to 80%</i>	15.92%	18.79%	18.79%	18.99%	This measure relates to the percentage of collected registrable animals under the Domestic Animals Act 1994, who are rehomed. The number of animal rehomed (adopted) is below the YTD indicator as a result of the proactive work undertaken by Council and the Pound provider in reuniting animals with their owners (refer AM2 - animals reunited with owners).	
Service cost							
Cost of animal management service	\$ direct cost of the animal management service per registered animal <i>Expected range: \$3 - \$40</i>	\$6.15	\$5.25	\$5.25	\$5.33	This measure captures the direct cost of Council's animal management service per registrable animal under the Domestic Animals Act 1994. There is an increase in the cost of animal management services, compared to the same time in the previous financial year.	
Health and safety							
Animal management prosecutions	No of prosecutions <i>Expected range: 50% - 200%</i>	100%	100%	100%	100%	This measure captures the percentage of successful animal management prosecutions under the Domestic Animals Act 1994. The number of animal management prosecutions remains within the expected range.	



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:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Service standard							
Health inspections of aquatic facilities	Number of health inspections per Council aquatic facility <i>Expected range: 1 to 4 inspections</i>	4 inspections	1 inspection	1 inspection	1 inspection	Health inspections at Council aquatic facilities are conducted annually. Two aquatic facility inspections were conducted in this reportable quarter. All of Council's aquatic facilities were inspected during the 2023 calendar year.	
Utilisation							
Utilisation of aquatic facilities	Number of visits to aquatic facilities per head of municipal population <i>Expected range: 1 to 10 visits</i>	11.02 visits	9.43 visits	9.43 visits	4.43 visits	The utilisation of aquatic facilities has increased in Q4 2023/24 in comparison to the same time in the previous financial year. The rise in utilisation can be attributed to various factors such as: improved facilities, increased health promotion, and the introduction of new programs and initiatives.	
Service cost							
Cost of aquatic facilities	\$ direct cost less any income received of providing aquatic facilities per visit <i>Expected range: \$0 to \$30</i>	-\$1.14	\$0.31	\$0.31	\$2.91	This measure relates to the overall cost of running Council aquatic facilities, less the revenue received. This measure indicates improved financial performance and that successful cost-saving measures have been implemented.	



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 (Q2) 2024	YTD Calendar Year (Q2) 2023	EOY Calendar Year 2023	EOY Calendar Year 2022	Comment	Status
Timeliness Time taken to action food complaints	Number of days taken to action food complaints <i>Expected range: 1 to 10 days</i>	1.43 days	1.53 days	1.53 days	1.67 days	This indicator measures the average number of days taken for Council to respond to food complaints, from receipt to first response action. The data is for the 2023 calendar year which aligns with reporting to the Department of Health (DoH). The number of days taken to action food complaints is less than two days. This is well within the expected range. Environmental Health Officers (EHOs) continue to respond to customer matters as soon as they are received.	
Service standard 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>	40.28%	98.24%	98.24%	99.11%	This measure relates to the percentage of registered Class 1 and Class 2 food premises that receive an annual food safety assessment. Data is for the 2023 calendar year, to align with reporting to the Department of Health (DoH). Food Safety assessments for the first half of the year (calendar year) are slightly lower than planned, however Council is not expecting any issues in the second half of 2024.	




Service indicator/measure	Measure expressed as:	YTD Calendar Year (Q2) 2024	YTD Calendar Year (Q2) 2023	EOY Calendar Year 2023	EOY Calendar Year 2022	Comment	Status
Service cost							
Cost of food safety service	\$ direct cost of the food safety service per registered food premises <i>Expected range: \$300 to \$1,200</i>	\$713.88 (financial year)	\$737.18 (financial year)	\$737.18 (financial year)	\$641.56 (financial year)	This measure captures the direct cost of providing food safety services (per food premises). The cost of the food safety service is tracking closely to that captured at the same time in the previous year.	
Health and safety							
Critical and major non-compliance notifications	% of critical and major non-compliance outcome notifications that are followed up by council <i>Expected range: 60% to 100%</i>	91.89%	100.00%	100.00%	83.33%	This indicator measures the percentage of both critical and major non-compliance outcome notifications, which are subsequently followed up by Council. Council aims to respond to 100% of these notifications. The data is for the 2023 calendar year, and aligns with reporting to the Department of Health (DoH). There was only slight variation compared to the same time in the previous financial year.	
Service Standards							
Food Safety Samples	% of food samples obtained per required number of food samples <i>Expected range: 50% to 100%</i>	32.89%	N/A	N/A	N/A	This new indicator measures the percentage of food samples obtained per the required number. Data will be collected over the coming quarters for future analysis. Food sampling numbers are reported on a calendar year basis. Food samples taken for this quarter are on track.	



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:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Transparency 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>	9.93%	7.69%	7.69%	15.49%	<p>This indicator measures the percentage of Council resolutions at an Ordinary or Special Council meeting, or at a meeting of a Special Committee consisting only of Councillors (and are closed to the public under Section 66 of the Local Government Act 2020).</p> <p>The percentage of Council resolutions at meetings closed to the public has increased due to the increased number of tender evaluation recommendations/reports that required Council approval (>\$500,000)</p>	
Consultation and engagement Satisfaction with community consultation and engagement	Satisfaction rating out of 100 <i>Expected range: 40 to 70</i>	59	56	56	59	<p>Community satisfaction is measured in the annual Maroondah Community Satisfaction Survey. Community satisfaction with "community consultation and engagement" has remained consistent with results in previous financial years.</p>	



Service indicator/measure	Measure expressed as:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Attendance Council attendance at Council meetings	% of Council attendance at ordinary and special Council meetings <i>Expected range: 80% to 100%</i>	82.41%	89.81%	89.81%	83.33%	Each year, a range of Ordinary and Special meetings of Council are held. This indicator measures the overall Councillor attendance levels for these meetings. The percentage of attendance at Council meetings has decreased compared to the previous year, due to leave of absences taken and the resignation of a Councillor in quarter two.	
Service cost Cost of elected representation	\$ direct cost of the governance service per councillor <i>Expected range: \$30,000 to \$80,000</i>	\$63,908.11	\$60,914.56	\$60,914.56	\$54,133.44	This measure relates to the direct cost of delivering the Council's Governance service (per elected representative). The cost of elected representation has increased slightly compared to the same time in the previous financial year, due to an increase in the number of Councillor activities, as the Council term has progressed. Costs remain within the budgeted figure.	
Decision making Satisfaction with Council decisions	Satisfaction rating out of 100 <i>Expected range: 40 to 70</i>	60	58	58	59	Community satisfaction is measured in the annual Maroondah Community Satisfaction Survey. Community satisfaction with "Council decisions" has remained consistent with results received in previous financial year.	



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:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Resource standard	% of recently purchased library collection that has been purchased in the last 5 years <i>Expected range: 40% to 90%</i>	77.97%	76.97%	76.97%	78.43%	This measure refers to the percentage of the library collection which has been purchased over the last five years. The percentage remains within the expected range and is similar to previous years.	
Service cost	\$ direct cost of the library service <i>Expected range: \$10 to \$90</i>	\$25.64	\$20.21	\$20.21	\$19.71	This measure captures the direct cost of the library service (per municipal population). The cost of providing library services has been consistent. even though there has been a change with this indicator (moving in 2020 from the cost of library service per visit, to per population).	
Utilisation	Number of collection item loans per population <i>Expected range: 4 to 8</i>	9.18	N/A	N/A	N/A	This new measure captures the number of collection item loans, per head of district population. Data will be collected over the coming quarters for future analysis and reporting.	



Service indicator/measure	Measure expressed as:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Participation	% of resident municipal population who are registered library members <i>Expected range: 20% to 40%</i>	34.89%	N/A	N/A	N/A	This new measure captures the percentage of residents in the municipal district who are registered library members. Data will be collected over the coming quarters for future analysis and reporting.	
Participation	Library visits per population <i>Expected range: 2 to 6</i>	4.35	N/A	N/A	N/A	This new measure captures the number of library visits per head of district population. Data will be collected over the coming quarters for future analysis and reporting.	



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:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Service standard Infant enrolments in the MCH service	% of infants enrolled in the MCH service <i>Expected range: 90% to 110%</i>	101.24%	101.97%	101.97%	101.33%	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. Higher enrolment numbers compared to birth notifications can occur due to cross over of reporting timeframes, premature babies, multiple births and families moving across LGA's.	
Service cost Cost of the MCH service	\$ cost of the MCH service per hour of service delivered <i>Expected range: \$50 to \$200</i>	\$58.48	\$76.45	\$76.45	\$76.47	This measure relates to the cost of Councils MCH service per hours of service delivered. The cost of the MCH service was lower in the final quarter, due to extended and unexpected staff leave, but is within the expected range.	
Participation Participation in MCH service	% of children enrolled who participate in the MCH services <i>Expected range: 70% to 100%</i>	74.54%	75.16%	75.16%	73.42%	This measure captures participation of children in key age and stage M&CH visits. It can be influenced by: the move of families in and out of the council area, availability of appointments due to service/staff availability, newly arrived families to Australia being aware of the service, and some potential accessibility restrictions for families.	



Service indicator/measure	Measure expressed as:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Participation							
Participation in MCH service by Aboriginal children	% of Aboriginal children enrolled who participate in the MCH service <i>Expected range: 60% to 100%</i>	82.73%	77.08%	77.08%	84.69%	This measure captures the percentage of Aboriginal children enrolled who participate in the service. Participation in the MCH service is within the expected range for Aboriginal children enrolled in the MCH service. This can vary over time due to families accessing care that is culturally relevant to their needs and outside the municipal district.	
Satisfaction							
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>	97.68%	95.72%	95.72%	101.33%	This measure relates to the percentage of infants enrolled in the MCH service who participated in 4-week KAS (Key Ages and Stages) visits. Participation in the four-week key age and stage visits generally continues at the same rate as birth notifications received, but are influenced by appointments scheduled, but not yet attended at the time of reporting.	



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:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Satisfaction of use							
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>	103.58	131.39	131.39	113.31	Road requests are defined as customer requests logged within Council's corporate customer service application <i>Infor Pathway</i> . Requests include line marking, pothole repairs, damaged roads and patching, and road sweeping.	
Condition							
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>	97.71%	97.71%	97.71%	98.65%	Council applies a technical level of service intervention figure to a Pavement Condition Index (PCI) out of 5 in Council's pavement management system, (SMEC Pavement Management System). The deterioration of our road network has been modelled by our PMS. There was no variation in this result when compared to the same time the previous year.	
Service cost							
Cost of sealed local road reconstruction	\$ direct reconstruction cost per square metre of sealed local roads reconstructed <i>Expected range: \$20 to \$200</i>	\$304.93	\$238.00	\$238.00	\$385.77	This measure considers the total project cost associated with the reconstruction of a sealed local road. The project cost may include but is not limited to: traffic control, road base, road surface, kerb, stormwater drain and traffic management device costs. Cost of sealed local road reconstruction is higher as cost of construction has increased significantly after the COVID pandemic period.	



Service indicator/measure	Measure expressed as:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Service cost							
Cost of sealed local road resealing	\$ direct resealing cost per square metre of sealed local roads resealed <i>Expected range: \$4 to \$30</i>	\$38.05	\$29.90	\$29.90	\$36.89	Council 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 roadblock, as defined in Council's asset register, (which 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. The cost of sealed roads is higher as cost of construction in general has increased significantly after the COVID pandemic period.	
Satisfaction							
Satisfaction with sealed local roads	Satisfaction rating out of 100 <i>Expected range: 50 to 100</i>	56	61	61	63	Community satisfaction is measured in the annual Community Satisfaction Survey. The satisfaction rating of "sealed local roads" is within the expected range.	



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:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Timeliness							
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>	36	35	35	29	This measure captures the median number of days taken between receipt of a planning application and a decision on that application. In addition to Council's focus on providing timely decisions, Councils electronic planning application process results in an increased efficient processing time. The time taken to make a decision on planning applications remains low at 36 days on average for the reporting period, which is within the target range of between 30 and 110 days.	
Service standard							
Planning applications decided within 60 days	% of planning application decisions made within required timeframe days <i>Expected range: 40% to 100%</i>	75.67%	73.99%	73.99%	83.54%	In accordance with the Planning and <i>Environment Act 1987</i> , a Council is permitted 60 statutory days to determine a planning application. The 60 statutory days includes weekends, public holidays and commences from when the application is lodged. However, the legislation allows for the 60-day statutory clock to be stopped and re-started in certain circumstances. The planning applications decided within the required timeframes has increased, compared to the same time in the previous financial year.	




Service indicator/measure	Measure expressed as:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Service cost							
Cost of statutory planning service	\$ direct cost of the statutory planning service per planning application <i>Expected range: \$500 to \$4,000</i>	\$2,622.36	\$2,784.56	\$2,784.56	\$1,917.15	This measure captures the direct cost to Council to provide the statutory planning service, per planning application received. The direct cost of the statutory planning service was lower than the same time in the previous financial year, due to a reduction in planning applications.	
Decision making							
Planning decisions upheld at VCAT	% of decisions subject to review by VCAT that were not set aside <i>Expected range: 0% to 100%</i>	87.50%	95.45%	95.45%	89.19%	If an applicant disagrees with a decision of Council in relation to a planning application, they can 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). Of the VCAT decisions made in the reporting period, Council has had success with 87.5% of decisions being upheld by VCAT.	



Waste Collection

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

Service indicator/measure	Measure expressed as:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Satisfaction							
Kerbside bin collection requests	Number of kerbside bin collection requests per 1000 kerbside bin collection households <i>Expected range: 10 to 300 requests</i>	74.09	86.34	86.34	88.87	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. There were improved efficiencies in the service compared to the same time in the previous year.	
Service standard							
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>	3.72	4.65	4.65	4.79	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 were improved efficiencies in the service compared to the same time the previous year.	

Service indicator/measure	Measure expressed as:	Q4 YTD 2023/24	Q4 YTD 2022/23	EoY 2022/23	EoY 2021/22	Comment	Status
Service cost							
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>	\$137.31	\$133.26	\$133.26	\$131.30	This measure captures at the direct cost to Council to provide the kerbside garbage bin collection service, per kerbside garbage bin. The variation in the cost of the kerbside garbage collection is due to increases in the landfill levy, wages, COVID levy and mental health levy, but this in part has been offset by a reduction in tonnages collected, part of which due to the introduction of the FOGO service.	
Service cost							
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>	\$66.42	\$66.22	\$66.22	\$75.74	This measure looks at the direct cost to Council to provide the kerbside recyclables collection service per kerbside recyclables bin. The variation in cost of the kerbside recycling is minimal compared to the previous year.	
Waste diversion							
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>	59.30%	56.22%	56.22%	55.50%	This measure captures the percentage of garbage, recyclables and green organics collected from kerbside bins, which is diverted from landfill. There is an increase in the amount of waste diverted from landfill compared to the previous year, which can be attributed to the new FOGO service.	

Maroondah City Council

ANNUAL FINANCIAL REPORT for the year ended 30 June 2024



Maroondah City Council

2023/2024 Financial Report

Annual Financial Report for the year ended 30 June 2024

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Maroondah City Council

2023/2024 Financial Report

Annual Financial Report for the year ended 30 June 2024

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Content Overview

These financial statements are General Purpose Financial Statements and cover the consolidated operations for Maroondah City Council

All figures presented in these financial statements are presented in Australian Currency.

These financial statements were authorised for issue by the Council on 16 September 2024
Council has the power to amend and reissue these financial statements.

Maroondah City Council

2023/2024 Financial Report

Annual Financial Report
for the year ended 30 June 2024

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.

Isabelle Cancino, CA
Responsible Accounting Officer
Dated: dd MMMM yyyy
Melbourne

In our opinion, the accompanying financial statements present fairly the financial transactions of Maroondah City Council for the year ended 30 June 2024 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.

K. Spears
Mayor
Dated: dd MMMM yyyy
Melbourne

M. Symon
Councillor
Dated: dd MMMM yyyy
Melbourne

S. Kozlowski
Chief Executive Officer
Dated: dd MMMM yyyy
Melbourne

Maroondah City Council

2023/2024 Financial Report

Annual Financial Report
for the year ended 30 June 2024

Victorian Auditor-General's Office Report

Insert VAGO Report here

Maroondah City Council

2023/2024 Financial Report

Comprehensive Income Statement
for the year ended 30 June 2024

	Note	2024 \$ '000	2023 \$ '000
Income / Revenue			
Rates and charges	3.1	108,109	102,531
Statutory fees and fines	3.2	5,804	5,449
User fees	3.3	31,612	28,993
Grants - operating	3.4	4,650	11,230
Grants - capital	3.4	6,636	9,476
Contributions - monetary	3.5	7,773	5,355
Net gain on disposal of property, infrastructure, plant and equipment	3.6	866	405
Share of net profits (or loss) of associates and joint ventures	6.3	190	(619)
Other income	3.7	5,439	4,416
Total income / revenue		171,079	167,236
Expenses			
Employee costs	4.1	67,009	63,624
Materials and services	4.2	57,501	55,930
Depreciation	4.3	26,395	26,786
Amortisation - Intangible assets	4.4	298	246
Depreciation - Right of use assets	4.5	1,573	1,563
Allowance for impairment losses	4.6	105	82
Borrowing costs	4.7	914	1,035
Finance Costs - Leases	4.8	368	314
Other expenses	4.9	4,374	12,265
Total expenses		158,537	161,845
Surplus/(deficit) for the year		12,542	5,391
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	6.2	79,491	76,367
Total items which will not be reclassified subsequently to the operating result		79,491	76,367
Total other comprehensive income		79,491	76,367
Total comprehensive result		92,033	81,758

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Maroondah City Council

2023/2024 Financial Report

Balance Sheet

as at 30 June 2024

	Note	2024 \$ '000	2023 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	51,352	74,061
Trade and other receivables	5.1	12,327	9,795
Other financial assets	5.1	36,001	14,575
Inventories	5.2	472	424
Contract assets		51	15
Prepayments	5.2	871	866
Non-current assets classified as "held for sale"	6.1	826	—
Total current assets		101,900	99,736
Non-current assets			
Trade and other receivables	5.1	90	313
Investments in associates, joint arrangements and subsidiaries	6.3	2,105	1,915
Property, infrastructure, plant and equipment	6.2	2,200,983	2,087,642
Intangible assets	5.2	1,051	1,054
Right-of-use assets	5.8	7,285	8,652
Total non-current assets		2,211,514	2,099,576
Total assets		2,313,414	2,199,312
Liabilities			
Current liabilities			
Trade and other payables	5.3	32,158	32,935
Provisions	5.5	15,066	14,805
Contract and other liabilities	5.3	15,288	8,216
Trust funds and deposits	5.3	5,856	6,065
Interest-bearing liabilities	5.4	2,962	2,836
Lease liabilities	5.8	1,119	1,451
Total current liabilities		72,449	66,308
Non-current liabilities			
Trust funds and deposits	5.3	6	132
Contract and other liabilities	5.3	225	11,043
Provisions	5.5	1,331	1,111
Interest-bearing liabilities	5.4	15,763	18,726
Lease liabilities	5.8	6,379	7,294
Total non-current liabilities		23,704	38,306
Total liabilities		96,153	104,614
Net assets		2,217,261	2,094,698
Equity			
Accumulated surplus		890,001	846,929
Reserves	9.1	1,327,260	1,247,769
Total Equity		2,217,261	2,094,698

The above balance sheet should be read in conjunction with the accompanying notes.

Maroondah City Council

2023/2024 Financial Report

Statement of Changes in Equity

for the year ended 30 June 2024

	Note	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
2024					
Balance at beginning of the financial year		2,094,698	846,929	1,235,769	12,000
Adjustment for prior periods – property, infrastructure, plant and equipment	6.2	30,530	30,530	–	–
Adjusted opening balance		2,125,228	877,459	1,235,769	12,000
Surplus/(deficit) for the year		12,542	12,542	–	–
Other comprehensive income					
Net asset revaluation gain/(loss)	6.2	79,491	–	79,491	–
Other comprehensive income		79,491	–	79,491	–
Total comprehensive income		92,033	12,542	79,491	–
Balance at end of the financial year		2,217,261	890,001	1,315,260	12,000
2023					
Balance at beginning of the financial year		2,020,166	848,764	1,159,402	12,000
Adjustment for prior periods – property, infrastructure, plant and equipment	6.2	(7,226)	(7,226)	–	–
Adjusted opening balance		2,012,940	841,538	1,159,402	12,000
Surplus/(deficit) for the year		5,391	5,391	–	–
Other comprehensive income					
Net asset revaluation gain/(loss)	6.2	76,367	–	76,367	–
Other comprehensive income		76,367	–	76,367	–
Total comprehensive income		81,758	5,391	76,367	–
Balance at end of the financial year		2,094,698	846,929	1,235,769	12,000

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Maroondah City Council

2023/2024 Financial Report

Statement of Cash Flows

for the year ended 30 June 2024

	Note	2024 Inflows/ (Outflows) \$ '000	2023 Inflows/ (Outflows) \$ '000
Cash flows from operating activities			
Rates and charges		105,408	102,950
Statutory fees and fines		6,148	5,366
User fees		33,686	32,892
Grants - operating		4,679	11,057
Grants - capital		4,826	26,202
Contributions - monetary		7,921	5,470
Interest received		3,664	2,305
Trust funds and deposits taken		29,895	19,518
Other receipts		357	1,341
Net GST refund/payment		6,197	7,008
Employee costs		(68,030)	(63,745)
Materials and services		(64,678)	(63,584)
Short-term, low value and variable lease payments		—	95
Trust funds and deposits repaid		(30,230)	(20,187)
Net cash provided by/(used in) operating activities	9.2	39,843	66,688
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(36,943)	(43,163)
Proceeds from sale of property, infrastructure, plant and equipment		1,389	826
Payments for investments		(159,587)	(174,864)
Proceeds from sale of investments		138,161	184,269
Net cash provided by/(used in) investing activities		(56,980)	(32,932)
Cash flows from financing activities			
Finance costs		(914)	(1,035)
Repayment of borrowings		(2,837)	(2,715)
Interest paid - lease liability		(368)	(314)
Repayment of lease liabilities		(1,453)	(1,506)
Net cash flow provided by/(used in) financing activities		(5,572)	(5,570)
Net Increase (decrease) in cash and cash equivalents		(22,709)	28,186
Cash and cash equivalents at the beginning of the financial year		74,061	45,875
Cash and cash equivalents at the end of the financial year		51,352	74,061
Financing arrangements	5.6	1,800	1,800

The above statement of cash flows should be read in conjunction with the accompanying notes.

Maroondah City Council

2023/2024 Financial Report

Statement of Capital Works

for the year ended 30 June 2024

	2024 \$ '000	2023 \$ '000
Property		
Land	128	—
Total land	128	—
Buildings	11,902	19,069
Total buildings	11,902	19,069
Total property	12,030	19,069
Plant and equipment		
Plant, machinery and equipment	3,346	1,960
Fixtures, fittings and furniture	2,115	2,217
Computers and telecommunications	30	68
Total plant and equipment	5,491	4,245
Infrastructure		
Roads	3,426	3,407
Footpaths and cycleways	2,099	3,639
Drainage	5,683	3,118
Waste management	25	87
Parks, open space and streetscapes	5,068	6,826
Off street car parks	675	2,300
Other infrastructure	185	391
Total infrastructure	17,161	19,768
Total capital works expenditure	34,682	43,082
Represented by:		
New asset expenditure	9,504	5,785
Asset renewal expenditure	19,560	25,494
Asset upgrade expenditure	5,618	11,803
Total capital works expenditure	34,682	43,082

The above statement of capital works should be read in conjunction with the accompanying notes.

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 1. Overview

Introduction

The Maroondah City Council ("The Council") was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate.

The Council's main office is located at 179 Maroondah Highway Ringwood, VIC 3134.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2.)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2.).
- the determination of employee provisions (refer to Note 5.5.).
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 1. Overview (continued)

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 2. Analysis of our results

Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$1 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on June 19th 2023. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

	Budget 2024 \$ '000	Actual 2024 \$ '000	Variance \$ '000	Variance %	Ref
2.1.1 Income / Revenue and expenditure					
Income / Revenue					
Rates and charges	107,639	108,109	470	0.44%	
Statutory fees and fines	5,404	5,804	400	7.40%	
User fees	30,334	31,612	1,278	4.21%	1
Grants - operating	8,600	4,650	(3,950)	(45.93)%	2
Grants - capital	32,260	6,636	(25,624)	(79.43)%	3
Contributions - monetary	6,948	7,773	825	11.87%	4
Net gain (loss) on disposal of property, infrastructure, plant and equipment	(93)	866	959	(1,031.18)%	5
Share of net profits of associates and joint ventures	—	190	190	100%	6
Other income	1,980	5,439	3,459	174.70%	7
Total income / revenue	193,072	171,079	(21,993)	(11.39)%	
Expenses					
Employee costs	66,055	67,009	(954)	(1.44)%	
Materials and services	58,403	57,501	902	1.54%	
Depreciation	28,862	26,395	2,467	8.55%	8
Amortisation - intangible assets	—	298	(298)	100%	9
Depreciation - right of use assets	1,523	1,573	(50)	(3.28)%	
Allowance for impairment losses	—	105	(105)	100%	10
Borrowing costs	915	914	1	0.11%	
Finance costs - leases	218	368	(150)	(68.81)%	11
Other expenses	701	4,374	(3,673)	(523.97)%	12
Total expenses	156,677	158,537	(1,860)	(1.19)%	
Surplus/(deficit) for the year	36,395	12,542	(23,853)	(65.54)%	

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
-----------------	-------------

- | | |
|-----|---|
| 1. | Favourable variance largely attributed to Dorset and Ringwood Golf combined user fees being higher than anticipated (Course fees \$0.513M, Sales \$0.262M), from record breaking attendances due to ideal playing conditions throughout the financial year; and Karralyka sales being \$0.484M above budget (this is almost fully offset by corresponding expenditure) |
| 2. | The unfavourable variance in operating grants is mainly due to 100% of the 2023/24 Australian Government Financial Assistance Grant funding being brought forward to 2022/23 resulting in a variance of \$4.855M. This is partially offset by carried forward grants received in 2022/23 mainly for maternal child health and City Futures being recognised as income in 2023/24. |
| 3. | The unfavourable variance is largely related to the Ringwood Activity Centre Carpark development schedule being extended; \$23.5M will be recognised when completed in 2024/25. The Croydon Community Hub A works have been progressed as the project currently in design phase (\$3M). |
| 4. | The favourable variance is mainly due to timing of developer contributions for the Ringwood Activity Centre (\$0.990M). |
| 5. | Favourable variance relates to sale of plant and equipment (\$0.762M) and sale of land parcel (\$0.196M) which was not budgeted for. |
| 6. | Annual results from associates of Council are not included in the annual budget. |
| 7. | Favourable variance is mainly due to higher return on investments than anticipated from rise in interest rates, on higher cash balances (\$2.946M); and unbudgeted Container Deposit Scheme Rebate (\$0.299M). |
| 8. | The depreciation budget was initially calculated using a larger asset base that included the completion of the Ringwood carpark; completion is expected in 2024/25. Budget also included an allocation for intangible assets (software) - refer below Item 9. |
| 9. | Intangible Assets budgeted under Depreciation in 2023/24. |
| 10. | Allowance for impairment losses is an unbudgeted item and is typically not material. |
| 11. | Budgeting of lease interest expense for FY 23/24 based on actuals from FY 22/23, which did not reflect a full year of interest expense incurred for accounting treatment of Waste trucks. |
| 12. | Other expenses includes assets written off during the period (\$3.7M), which is subject to variation and relates to old infrastructure assets reviewed prior to maintenance work. Refer to Note 4.9. |

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 2.1 Performance against budget (continued)

	Budget 2024 \$ '000	Actual 2024 \$ '000	Variance \$ '000	Variance %	Ref
2.1.2 Capital works					
Property					
Land	–	128	128	100%	1
Total land	–	128	128	100%	
Buildings	45,212	11,902	(33,310)	(73.68)%	2
Total buildings	45,212	11,902	(33,310)	(73.68)%	
Total property	45,212	12,030	(33,182)	(73.39)%	
Plant and equipment					
Plant, machinery and equipment	2,196	3,346	1,150	52.37%	3
Fixtures, fittings and furniture	830	2,115	1,285	154.82%	4
Computers and telecommunications	371	30	(341)	(91.91)%	5
Total plant and equipment	3,397	5,491	2,094	61.64%	
Infrastructure					
Roads	3,652	3,426	(226)	(6.19)%	
Footpaths and cycleways	3,200	2,099	(1,101)	(34.41)%	6
Drainage	4,925	5,683	758	15.39%	7
Waste management	50	25	(25)	(50.00)%	8
Parks, open space and streetscapes	3,832	5,068	1,236	32.25%	9
Off street car parks	400	675	275	68.75%	10
Other infrastructure	1,105	185	(920)	(83.26)%	11
Total infrastructure	17,164	17,161	(3)	(0.02)%	
Total capital works expenditure	65,773	34,682	(31,091)	(47.27)%	
Represented by:					
New asset expenditure	34,467	9,504	(24,963)	(72.43)%	12
Asset renewal expenditure	25,427	19,560	(5,867)	(23.07)%	13
Asset upgrade expenditure	5,879	5,618	(261)	(4.44)%	
Total capital works expenditure	65,773	34,682	(31,091)	(47.27)%	

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Explanation

- | Ref | Explanation |
|-----|---|
| 1. | Council purchased a parcel of land on Mullum Mullum road for Mullum Mullum Primary School retarding basin works. |
| 2. | The timeframe for the Ringwood Activity Centre Carpark was postponed, works commenced in 2023/2024 however majority of works will be completed in 2024/2025 resulting in an underspend in comparison to budget (\$24M). Council also budgeted to spend \$5.4M on Croydon Community Hub A, these works reached design stage however no construction works commenced in 2023/2024. |
| 3. | There were ongoing supply chain issues in previous years due to the pandemic and other global factors resulting in delays on ordered items. Supply has subsequently increased and items have now been received. This increase in expenditure was offset by an increase in income received due to higher than expected sales. |
| 4. | Overspend relates to renewal works required at Croydon Memorial Pool (\$0.4M), along with new initiatives including golf simulator at Ringwood Golf (\$0.06M), installation of projectors in the REALM Art Space (\$0.07M), and equipment for the Jubilee Precinct Changing Places project (\$0.074M). |
| 5. | Underspend is offset by spend on intangible software of \$0.3M. |
| 6. | The Mullum Mullum Creek Trail Improvements project did not progress in 2023/2024 and planned works have been extended into 2024/2025. Several projects completed throughout the year using the footpath and cycleways budget to incorporate associated spends on open space paths (\$0.4M). \$0.3M was also allocated to complete works at Jubilee Park carpark, which did incorporate footpath works. |
| 7. | Slight overspend in comparison to budget, the drainage program was delivered with very few unexpected carry forward projects. \$0.78M spent on easement drain upgrades which was \$0.5M more than budgeted. |
| 8. | Slight underspend, it is anticipated that \$0.05M will be spent on turning point works each year however this was not achieved this financial year. |
| 9. | Overspend relates to the completion of Croydon Park Sport Lighting (\$0.5M) and \$0.18M for Proclamation Park Baseball safety fence, which were not part of the 2023/2024 budget. The completion of notable projects, such as Jubilee Park Indoor Cricket Facility and carpark, resulted in \$0.3M of associated open space works. Ringwood Lake Bridge works were also completed a year ahead of budget (\$0.12M). |
| 10. | The completion of major works at Jubilee Park precinct included works on the carpark (\$0.5M). Works also progressed at HE Parker Carpark (\$0.06M) and preliminary works on Norwood carpark (\$0.03M). |
| 11. | Ringwood Metro Activity Centre had no spend on projects in the year, \$0.6M down on budget. Works can only be carried out on pre-determined projects, of which there were no projects ready to progress in 2023/2024. |
| 12. | The timeframe for the Ringwood Activity Centre Carpark was extended into 2024/2025, with works progressing towards the back end of 2023/2024 resulting in an underspend in comparison to budget (\$24M). |
| 13. | Underspend is largely attributed to Croydon Community Precinct works not progressing past design phase in 2023/24 (\$6.7M). |

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements for the year ended 30 June 2024

Note 2.2 Analysis of Council results by program

2.2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Assets and Leisure

The directorate is responsible for:

- Projects and Asset Management, which includes strategic asset management, open space strategic direction and policy development, capital works renewal program development for roads, car parks, community facilities and public open spaces, and the delivery of community facility and open space capital works improvement projects. This area also includes the maintenance and management of Maroondah's community facility assets
- Leisure and Major Facilities, which provides opportunities, activities and events to encourage increased community involvement and physical activity. This area manages Council's Maroondah Leisure facilities, including Aquanation, Aquahub, Ringwood and Dorset Golf, The Rings, The Nets, Maroondah Edge and Croydon Memorial Pool. It is also responsible for overall occupancy of Council's sporting facilities and pavilions including seasonal allocations, leases, licences and casual use, as well as the maintenance and management of Maroondah's sportsfields
- Operations maintains Maroondah's built and natural environment community assets, including parks, gardens, bushland, trees, waterways, stormwater drainage, roads and footpaths, as well as fleet management and maintenance. This area also includes cleansing, street sweeping, public toilet cleaning, and graffiti management.

Chief Executive Office

The Chief Executive Officer is the principal advisor to Council and the key liaison between the elected Council and Council administration. The responsibility of the office is to ensure that Council's vision is realised through the organisation's activities and that policies and programs of Council are effectively managed. The office provides support to the Mayor and Councillors and undertakes principal advocacy and stakeholder management activities on behalf of the City.

Chief Financial Office

The directorate is responsible for the provision of several corporate services to operational areas of Council, and includes:

- Finance & Commercial Services
- Cyber & Technology
- Governance & Performance

This includes the provision of efficient, effective and proactive support services across council to enable the delivery of policy commitments, council plan and vision. The provision of these service areas listed above includes finance services, delivering technological infrastructure to deliver council services, property, governance & procurement, risk management and waste management services and program delivery and program integration and development.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 2.2 Analysis of Council results by program (continued)

People and Places

The Directorate is responsible for:

- Business and Precincts manages the relationship between Council and the business community to facilitate economic prosperity for Maroondah and the Eastern Region; providing placement at activity centres; working with the creative community and managing a range of arts, performance and cultural facilities.
- Communications and Citizen Experience manages public relations, communications, community engagement and corporate marketing via a range of channels and sites, and to keep the community and employees informed and engaged with associated strategies and planning across printed publications, online and digital, brand management, graphic design, social media, multimedia and customer service across two sites at Realm and Croydon Library, live chat, phone.
- Community Services works with and supports all ages, abilities and diverse cultural groups essential in planning and building community wellbeing across Maternal and Child Health; Childrens and Youth Services, Family Services and Aged and Disability Services.
- People and Culture optimises service delivery outcomes as delivered and facilitated by employees, student placements and volunteers across strategy, policy, procedures to meet best practice contemporary employee relations and legislative requirements. These include change management, employee and leadership development, employee relations, Gender Equality, OH&S and Work Cover and Injury management.

Strategy and Development

The directorate is responsible for:

- City Futures, which coordinates consultation for and delivery of key strategic policies, plans and actions relating city planning, liveability, environmental sustainability, community development and community wellbeing.
- Engineering and Building Services, provides engineering expertise in areas of transportation planning, drainage, engineering development approvals, asset protection, and capital works project management. It also provides building related approval permits, siting and hoarding consents, property information, and a range of other essential service and compliance activities set as legislative requirements.
- Statutory Planning facilitates Council's statutory land use and development decisions, environmental and planning compliance activities, delivering on key obligations under the Planning and Environmental Act and the Maroondah Planning Scheme
- Community Safety manages Council's statutory and compliance activities under the Public Health and Wellbeing Act, Food Act, Emergency Management Act and Council's Local Laws. It includes Environmental Health, Immunisation, Emergency Management and Local Laws

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 2.2 Analysis of Council results by program (continued)

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

Functions/activities	Income / Revenue \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income / revenue \$ '000	Total assets \$ '000
2024					
Unattributed	—	—	—	—	200
Assets and Leisure	36,052	75,340	(39,288)	6,740	2,201,388
Chief Executive Office	49	1,792	(1,743)	—	—
Chief Financial Office	109,088	34,870	74,218	355	111,826
People and Places	11,654	28,640	(16,986)	3,891	—
Strategy and Development	14,046	17,905	(3,859)	300	—
Total functions and activities	170,889	158,547	12,342	11,286	2,313,414
2023					
Unattributed	—	—	—	—	(610)
Assets and Leisure	36,074	82,606	(46,532)	9,577	2,088,008
Chief Executive Office	4	1,531	(1,527)	—	—
Chief Financial Office	109,436	33,479	75,957	6,810	111,914
People and Places	10,634	26,863	(16,229)	3,849	—
Strategy and Development	11,707	17,134	(5,427)	470	—
Total functions and activities	167,855	161,854	6,001	20,706	2,199,312

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 3. Funding for the delivery of our services

	2024	2023
	\$ '000	\$ '000

3.1 Rates and charges

Council uses capital improved value ("CIV") as the basis of valuation of all properties within the municipal district. The CIV of a property is the market value of land and improvements.

The valuation base used to calculate general rates for 2023/24 was \$44.09 billion (2022/23 \$44.86 billion).

General rates	86,780	83,080
Waste management charge	19,947	18,167
Special rates and charges	127	160
Supplementary rates and rate adjustments	933	697
Interest on rates and charges	303	408
Cultural and recreational	19	19
Total rates and charges	108,109	102,531

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2024, and the valuation will be first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

	2024	2023
	\$ '000	\$ '000

3.2 Statutory fees and fines

Infringements and costs	1,913	1,675
Court recoveries	341	253
Town planning fees	1,445	1,573
Land information certificates	120	109
Permits	1,863	1,699
Other	122	140
Total statutory fees and fines	5,804	5,449

Statutory fees and fines (including parking fees and fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 3. Funding for the delivery of our services (continued)

	2024 \$ '000	2023 \$ '000
3.3 User fees		
Active leisure centres	23,994	21,967
Aged and health services	714	637
Asset Protection	283	303
Child care and children's programs	450	220
Community facilities recreation	829	739
Community health	64	36
Local laws	88	69
Occupation road reserve	108	121
Performing arts, functions and conferences	3,850	3,534
Public notices	94	89
Youth programs	3	—
Other fees / charges	1,135	1,278
Total user fees	31,612	28,993
User fees by timing of revenue recognition		
User fees recognised at a point in time	31,612	28,993
Total user fees	31,612	28,993

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

	2024 \$ '000	2023 \$ '000
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3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	7,343	10,180
State funded grants	3,943	10,526
Total grants received	11,286	20,706

(a) Operating Grants**Recurrent - Commonwealth Government**

Aged care	946	1,011
Community health	11	14
Financial Assistance Grants	244	6,506
Youth and Children services	—	334

Recurrent - State Government

Aged care	557	567
Community Health	64	107
Maternal and child health	1,393	1,239
Youth and Children services	80	92
Other	2	—
Total recurrent operating grants	3,297	9,870

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 3. Funding for the delivery of our services (continued)

	2024 \$ '000	2023 \$ '000
Non-recurrent - Commonwealth Government		
Asset management	—	92
Other	—	20
Non-recurrent - State Government		
Activity Centre Development	290	82
Aged care	42	—
Asset management	50	—
Engineering and Building Services	39	49
Community health	30	36
Community wellbeing	97	69
COVID-19	111	283
Engineering services	11	11
Maternal and child health	143	142
Sport and recreation	51	10
Strategic Planning and Sustainability	49	167
Youth and Children services	440	383
Other	—	16
Total non-recurrent operating grants	1,353	1,360
Total operating grants	4,650	11,230
(b) Capital Grants		
Non-recurrent - Commonwealth Government		
Buildings	—	250
Car parks	5,101	975
Recreational, leisure and community facilities	500	15
Roads	541	963
Non-recurrent - State Government		
Buildings	59	5,200
Commercial centres	173	335
Drainage	173	766
Parks and open space	—	3
Recreational, leisure and community facilities	67	482
Other	22	487
Total non-recurrent capital grants	6,636	9,476
Total capital grants	6,636	9,476

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 3. Funding for the delivery of our services (continued)

	2024	2023
	\$ '000	\$ '000

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 Income for Not-for-Profit Entities.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 Income of Not-for-Profit Entities

General purpose	244	6,506
Specific purpose grants to acquire non-financial assets	6,636	9,476

Revenue recognised under AASB 15 Revenue from Contracts with Customers

Specific purpose grants	4,406	4,724
	11,286	20,706

(d) Unspent grants received on condition that they be spent in a specific manner:**Operating**

Balance at start of year	1,046	11,529
Received during the financial year and remained unspent at balance date	797	915
Received in prior years and remained unspent at balance date	200	–
Received in prior years and spent during the financial year	(1,047)	(11,398)
Balance at year end	996	1,046

Capital

Balance at start of year	18,213	30,082
Received during the financial year and remained unspent at balance date	134	558
Received in prior years and remained unspent at balance date	–	–
Received in prior years and spent during the financial year	(3,830)	(12,427)
Balance at year end	14,517	18,213

Unspent grants are determined and disclosed on a cash basis.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 3. Funding for the delivery of our services (continued)

	2024	2023
	\$ '000	\$ '000
3.5 Contributions		
Monetary	7,773	5,355
Total contributions	7,773	5,355

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 3. Funding for the delivery of our services (continued)

	2024	2023
	\$ '000	\$ '000
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale - monetary	1,389	826
Written down value of assets disposed	(523)	(421)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	866	405
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	866	405

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

	2024	2023
	\$ '000	\$ '000
3.7 Other income		
Interest on investments	4,078	2,541
Interest other	—	1
Rent	911	752
Other	450	1,122
Total other income	5,439	4,416

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 4. The cost of delivering services

	2024	2023
	\$ '000	\$ '000

4.1 Employee costs

(a) Employee costs

Wages and salaries	58,951	56,445
WorkCover	977	623
Superannuation	6,517	5,999
Fringe benefits tax	564	557
Total employee costs	67,009	63,624

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	173	194
	173	194

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,035	2,823
Employer contributions - other funds	3,309	2,982
	6,344	5,805

Total superannuation costs

6,517	5,999
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Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 4. The cost of delivering services (continued)

	2024	2023
	\$ '000	\$ '000
4.2 Materials and services		
Agency staff	453	609
Apprentices	415	492
Bank charges	374	379
Cleaning	1,314	1,118
Communications, postage and advertising	1,159	1,125
Consultants	936	1,108
Cost of goods sold	1,341	1,143
Fire services levy	124	121
Food costs - meals on wheels	660	642
Fuels, oil, registrations and running costs - plant and fleet	1,514	1,309
Grants to the community	536	530
Insurance	1,624	1,444
Legal fees	663	801
Library contribution	3,033	2,799
Licence fees	668	445
Maintenance	5,103	5,527
Marketing and promotion	149	138
Materials	2,051	1,755
Memberships and subscriptions	391	229
Printing and stationary	172	156
Security	560	514
Training	490	453
Uniforms	164	121
Utilities	3,466	3,345
Other	4,444	4,267
Contract payments - waste	15,421	14,167
Contract payments - operations	4,358	5,189
Contract payments - valuations	57	60
Contract payments - election	70	1
Contractors - other	5,791	5,943
Total materials and services	57,501	55,930

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 4. The cost of delivering services (continued)

	2024 \$ '000	2023 \$ '000
4.3 Depreciation		
Property		
Buildings - non specialised	5,736	8,152
Total depreciation - property	5,736	8,152
Plant and equipment		
Plant machinery and equipment	1,521	1,455
Fixtures fittings and furniture	664	454
Computers and telecommunications	21	48
Total depreciation - plant and equipment	2,206	1,957
Infrastructure		
Roads	7,348	7,225
Bridges	151	—
Footways and cycleways	2,157	1,792
Drainage	5,469	4,520
Parks open spaces and streetscapes	2,898	2,772
Off street car parks	430	368
Total depreciation - infrastructure	18,453	16,677
Total depreciation	26,395	26,786

Refer to note 5.2, 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

	2024 \$ '000	2023 \$ '000
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4.4 Amortisation - Intangible assets

Software	298	246
Total Amortisation - Intangible assets	298	246

	2024 \$ '000	2023 \$ '000
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4.5 Depreciation - Right of use assets

Vehicles	589	439
Photocopiers	48	50
IT Equipment	717	807
Leisure equipment	215	262
Land	4	5
Total Depreciation - Right of use assets	1,573	1,563

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 4. The cost of delivering services (continued)

	2024	2023
	\$ '000	\$ '000
4.6 Allowance for impairment losses		
Other debtors	105	82
Total bad and doubtful debts	105	82
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	13	27
New allowances recognised during the year	105	81
Amounts already allowed for and written off as uncollectible	(3)	(95)
Balance at end of year	115	13

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 4. The cost of delivering services (continued)

	2024	2023
	\$ '000	\$ '000

4.7 Borrowing costs

Interest - Borrowings	914	1,035
Total borrowing costs	914	1,035

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

	2024	2023
	\$ '000	\$ '000

4.8 Finance Costs - Leases

Interest - Lease Liabilities	368	314
Total finance costs	368	314

	2024	2023
	\$ '000	\$ '000

4.9 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	97	69
Auditors' remuneration - other	60	74
Councillors' allowances	378	366
Operating Lease rentals	142	—
Assets written-off / impaired	3,697	11,646
Other	—	110
Total other expenses	4,374	12,265

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations

	2024	2023
	\$ '000	\$ '000

5.1 Financial assets

(a) Cash and cash equivalents

Current

Cash on hand	19	23
Cash at bank	32,238	69,155
Term deposits	19,095	4,883
Total current cash and cash equivalents	51,352	74,061

(b) Other financial assets

Current

Term deposits	36,001	14,575
Total other financial assets	36,001	14,575
Total cash and cash equivalents and other financial assets	87,353	88,636

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

(c) Trade & Other Receivables

Current

Statutory receivables

Rates debtors	6,001	3,752
Garbage charges - debtors	1,336	799
Infringement debtors	364	343
Net GST receivable	730	505

Non-statutory receivables

Loans and advances to community organisations	9	15
Interest accrued - other investments	752	338
Allowance for expected credit loss - other debtors	(116)	(13)
Other debtors	3,251	4,056

Total current trade and other receivables	12,327	9,795
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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations (continued)

	2024 \$ '000	2023 \$ '000
Non-Current		
<i>Statutory receivables</i>		
Rates debtors	36	34
<i>Non-statutory receivables</i>		
Loans and advances to community organisations	6	14
Other debtors	48	265
Total non-current trade and other receivables	90	313
Total trade and other receivables	12,417	10,108

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	4,467	2,214
Past due by up to 30 days	523	317
Past due between 31 and 180 days	41	139
Past due between 181 and 365 days	122	2,243
Past due by more than 1 year	6	279
Total trade and other receivables	5,159	5,192

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations (continued)

	2024 \$ '000	2023 \$ '000
5.2 Non-financial assets		
(a) Inventories		
Inventories held for distribution	140	145
Inventories held for sale	332	279
Total inventories	472	424
(b) Other assets		
Prepayments	871	866
Total other assets	871	866
(c) Intangible assets		
Software	1,051	1,054
Total intangible assets	1,051	1,054
	Software \$ '000	Total \$ '000
Gross Carrying Amount		
Balance at 1 July 2023	1,488	1,488
Other additions	296	296
Disposals	(126)	(126)
Balance at 30 June 2024	1,658	1,658
Accumulated amortisation and impairment		
Balance at 1 July 2023	435	435
Amortisation expense	298	298
Disposals	(126)	(126)
Balance at 30 June 2024	607	607
Net book value at 30 June 2023	1,054	1,054
Net book value at 30 June 2024	1,051	1,051

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations (continued)

	2024	2023
	\$ '000	\$ '000

5.3 Payables, trust funds and deposits and contract and other liabilities

(a) Trade and other payables

Current

Non-statutory payables

Trade payables	29,902	31,095
Accrued expenses	2,256	1,840
Total current trade and other payables	32,158	32,935

(b) Trust funds and deposits

Current

Refundable deposits	4,748	4,796
Fire services levy	757	482
Retention amounts	193	626
Special rate assessment	158	161
Total current trust funds and deposits	5,856	6,065

Non-current

Refundable deposits	6	6
Special rate assessment	—	126
Total non-current trust funds and deposits	6	132

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable Deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the lapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Special Rate Assessment - Council is the collection agent for Promotional expenditure on behalf of Various Traders Associations. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the Traders associations in line with that process.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations (continued)

	2024 \$ '000	2023 \$ '000
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance:		
Grants received in advance - operating	996	1,046
Total grants received in advance	996	1,046
Total current contract liabilities	996	1,046
Other liabilities		
Current		
Deferred capital grants	14,292	7,170
Total current other liabilities	14,292	7,170
Total current contract and other liabilities	15,288	8,216
Other liabilities		
Non-current		
Deferred capital grants	225	11,043
Total non-current other liabilities	225	11,043
Total non-current contract and other liabilities	225	11,043

Non-current unearned income amounts represent grant funding received by Council in relation to large, multi-year capital construction agreements. The non-current portion has been identified via planned expenditure and progress towards the projects as per Council's 10 year capital works program and adopted budget.

	2024 \$ '000	2023 \$ '000
5.4 Interest-bearing liabilities		
Current		
Borrowings - secured	2,962	2,836
Total current interest-bearing liabilities	2,962	2,836
Non-current		
Borrowings - secured	15,763	18,726
Total non-current interest-bearing liabilities	15,763	18,726
Total	18,725	21,562

Borrowings are secured by a deed of charge over Council rates.

a) The maturity profile for Council's borrowings is:

Not later than one year	2,962	2,836
Later than one year and not later than five years	14,641	14,027
Later than five years	1,122	4,699
	18,725	21,562

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations (continued)

Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

	Employee provisions \$ '000	Total \$ '000
5.5 Provisions		
2024		
Balance at the beginning of the financial year	15,916	15,916
Additional provisions	5,381	5,381
Amounts used	(5,132)	(5,132)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	232	232
Balance at the end of the financial year	16,397	16,397
Provisions		
Provisions - current	15,066	15,066
Provisions - non-current	1,331	1,331
Total Provisions	16,397	16,397
2023		
Balance at the beginning of the financial year	15,416	15,416
Additional provisions	5,705	5,705
Amounts used	(5,159)	(5,159)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(46)	(46)
Balance at the end of the financial year	15,916	15,916
Provisions		
Provisions - current	14,805	14,805
Provisions - non-current	1,111	1,111
Total Provisions	15,916	15,916

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations (continued)

	2024 \$ '000	2023 \$ '000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,446	3,674
Long service leave	1,161	1,072
Service gratuities	6	18
	<u>4,613</u>	<u>4,764</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,302	1,462
Long service leave	9,120	8,540
Service gratuities	31	39
	<u>10,453</u>	<u>10,041</u>
Total current employee provisions	<u>15,066</u>	<u>14,805</u>
Non-Current		
Long service leave	1,331	1,111
Total Non-Current Employee Provisions	<u>1,331</u>	<u>1,111</u>
Aggregate Carrying Amount of Employee Provisions:		
Current	15,066	14,805
Non-current	1,331	1,111
Total Aggregate Carrying Amount of Employee Provisions	<u>16,397</u>	<u>15,916</u>

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Key assumptions:

- weighted average discount rate	4.35%	4.04%
- inflation rate	4.45%	4.35%

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 5. Investing in and financing our operations (continued)

	2024	2023
	\$ '000	\$ '000

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2024.

Bank overdraft	1,500	1,500
Corporate purchasing cards	300	300
Total Facilities	1,800	1,800
Used facilities	(161)	(141)
Used facilities	(161)	(141)
Unused facilities	1,639	1,659

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations (continued)

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
2024					
Operating					
Recycling	1,767	1,837	5,907	14,344	23,855
Waste management	15,258	15,869	51,010	60,720	142,857
Cleaning contracts for council buildings	1,412	1,129	910	—	3,451
Other	3,059	2,470	18,633	—	24,162
Total	21,496	21,305	76,460	75,064	194,325
Capital					
Buildings	17,053	15,451	1,132	—	33,636
Roads	391	130	910	—	1,431
Parks and reserves	117	—	—	—	117
Total	17,561	15,581	2,042	—	35,184
2023					
Operating					
Recycling	1,668	1,735	5,577	13,542	22,522
Waste management	14,993	15,592	50,122	58,820	139,527
Cleaning contracts for council buildings	941	805	1,000	—	2,746
Other	3,181	2,284	3,230	—	8,695
Total	20,783	20,416	59,929	72,362	173,490
Capital					
Buildings	2,442	1,405	3,218	—	7,065
Roads	5,493	4,508	6,594	—	16,595
Parks and reserves	246	8,500	—	—	8,746
Total	8,181	14,413	9,812	—	32,406

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2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations (continued)

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under *AASB 16 Leases*, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations (continued)

(a) Right-of-Use Assets

	Vehicles \$ '000	Photocopiers \$ '000	IT equipment \$ '000	Leisure equipment \$ '000	Land \$ '000	Total \$ '000
2024						
Balance at 1 July 2023	6,612	87	1,661	290	2	8,652
Additions	–	–	–	192	14	206
Depreciation charge	(589)	(48)	(717)	(215)	(4)	(1,573)
Balance at 30 June 2024	6,023	39	944	267	12	7,285
2023						
Balance at 1 July 2022	–	123	629	552	4	1,308
Additions	7,051	–	1,833	–	–	8,884
Depreciation charge	(439)	(50)	(807)	(262)	(5)	(1,563)
Other	–	14	6	–	3	23
Balance at 30 June 2023	6,612	87	1,661	290	2	8,652
					2024	2023
					\$ '000	\$ '000

(b) Lease Liabilities

Maturity analysis - contractual undiscounted cash flows

Less than one year	1,648	1,819
One to five years	3,527	4,170
More than five years	4,089	4,867
Total undiscounted lease liabilities as at 30 June:	9,264	10,856

Lease liabilities included in the Balance Sheet at 30 June:

Current	1,119	1,451
Non-current	6,379	7,294
Total lease liabilities	7,498	8,745

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Maroondah City Council

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for the year ended 30 June 2024

Note 6. Assets we manage

	2024	2023
	\$ '000	\$ '000

6.1 Non-current assets classified as "held for sale"

Current

Fair value of assets	826	—
Total non current assets classified as held for sale	826	—

Additional disclosures:

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	Carrying amount 30 June 2023 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Disposal \$ '000	Depreciation \$ '000	Write-off \$ '000	Transfers \$ '000	Carrying amount 30 June 2024 \$ '000
Property	1,304,286	5,691	–	61,006	(360)	(5,736)	(593)	1,487	1,365,781
Plant and equipment	13,674	5,209	–	1,206	(160)	(2,206)	(194)	–	17,529
Infrastructure	791,425	13,714	–	17,279	–	(18,453)	(2,014)	4,151	806,102
Work in progress	8,787	10,068	–	–	–	–	(820)	(6,464)	11,571
Total	2,118,172	34,682	–	79,491	(520)	(26,395)	(3,621)	(826)	2,200,983

Adjustments for prior periods

Council has brought to account a number of assets inadvertently omitted, overstated or not discovered during prior recognition processes. This has been adjusted against opening asset balances for Property, Infrastructure, Plant and Equipment and Accumulated Surplus at 1 July 2023.

	At fair value 30 June 2023 \$'000	Adjustments for prior periods \$'000	Adjusted fair value 30 June 2023 \$'000
Property	1,286,377	17,909	1,304,286
Plant and equipment	11,604	2,069	13,673
Infrastructure	780,874	10,552	791,426
Work in progress	8,787	–	8,787
Total	2,087,642	30,530	2,118,172

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2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 6. Assets we manage (continued)

Summary of Work in Progress	Opening WIP \$ '000	Additions \$ '000	Write-off \$ '000	Transfers \$ '000	Closing WIP \$ '000
Summary of Work in Progress					
Property	4,636	6,339	(820)	(2,313)	7,842
Plant and equipment	–	280	–	–	280
Infrastructure	4,151	3,449	–	(4,151)	3,449
Total	8,787	10,068	(820)	(6,464)	11,571

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2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Total land and land improve- ments \$ '000	Buildings non specialised \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total property \$ '000
Property							
At fair value 1 July 2023	254,575	752,367	1,006,942	385,757	385,757	4,636	1,397,335
Accumulated depreciation at 1 July 2023	—	—	—	(106,322)	(106,322)	—	(106,322)
	254,575	752,367	1,006,942	279,435	279,435	4,636	1,291,013
Movements in fair value							
Additions	—	128	128	5,563	5,563	6,339	12,030
Revaluation	4,022	(759)	3,263	91,705	91,705	—	94,968
Disposal	—	(360)	(360)	—	—	—	(360)
Write-off	—	—	—	(1,223)	(1,223)	(820)	(2,043)
Transfers	—	(826)	(826)	2,313	2,313	(2,313)	(826)
Prior period adjustment	—	15,604	15,604	(180)	(180)	—	15,424
	4,022	13,787	17,809	98,178	98,178	3,206	119,193
Movements in accumulated depreciation							
Depreciation and amortisation	—	—	—	(5,736)	(5,736)	—	(5,736)
Accumulated depreciation of disposals	—	—	—	—	—	—	—
Revaluation	—	—	—	(33,962)	(33,962)	—	(33,962)
Prior period adjustment	—	—	—	2,485	2,485	—	2,485
Write off	—	—	—	631	631	—	631
	—	—	—	(36,582)	(36,582)	—	(36,582)
At fair value 30 June 2024	258,597	766,154	1,024,751	483,936	483,936	7,842	1,516,529
Accumulated depreciation at 30 June 2024	—	—	—	(142,905)	(142,905)	—	(142,905)
Carrying amount	258,597	766,154	1,024,751	341,031	341,031	7,842	1,373,624

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2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Computers and telecomms \$ '000	Other \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment \$ '000
Plant and Equipment							
At fair value 1 July 2023	13,656	5,551	373	2,567	22,147	–	22,147
Accumulated depreciation at 1 July 2023	(7,708)	(2,520)	(315)	–	(10,543)	–	(10,543)
	5,948	3,031	58	2,567	11,604	–	11,604
Movements in fair value							
Additions	3,346	1,810	30	23	5,209	280	5,489
Revaluation	–	–	–	1,206	1,206	–	1,206
Disposal	(2,448)	–	–	–	(2,448)	–	(2,448)
Write-off	(360)	(107)	(58)	(37)	(562)	–	(562)
Prior period adjustment	439	1,782	–	329	2,550	–	2,550
Revaluation	–	–	–	–	–	–	–
	977	3,485	(28)	1,521	5,955	280	6,235
Movements in accumulated depreciation							
Depreciation and amortisation	(1,521)	(664)	(21)	–	(2,206)	–	(2,206)
Accumulated depreciation of disposals	2,285	–	–	–	2,285	–	2,285
Prior period adjustment	(280)	(200)	–	–	(480)	–	(480)
Write off	294	16	58	–	368	–	368
	778	(848)	37	–	(33)	–	(33)
At fair value 30 June 2024	14,633	9,037	345	4,088	28,103	280	28,383
Accumulated depreciation at 30 June 2024	(6,930)	(3,369)	(278)	–	(10,577)	–	(10,577)
Carrying amount	7,703	5,668	67	4,088	17,526	280	17,806

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 6. Assets we manage (continued)

	Roads \$ '000	Bridges \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Parks open spaces and streetscapes \$ '000	Off street car parks \$ '000	Total \$ '000	Work in progress \$ '000	Total infrastructure \$ '000
Infrastructure									
At fair value 1 July 2023	470,208	–	176,974	597,738	88,201	25,926	1,359,047	4,151	1,363,198
Accumulated depreciation at 1 July 2023	(189,676)	–	(96,140)	(246,643)	(40,770)	(4,944)	(578,173)	–	(578,173)
	280,532	–	80,834	351,095	47,431	20,982	780,874	4,151	785,025
Movements in fair value									
Additions	3,176	–	2,178	3,412	4,416	532	13,714	3,449	17,163
Revaluation	2,466	–	–	16,811	–	–	19,277	–	19,277
Write-off	(103)	–	(111)	(1,214)	(2,605)	(35)	(4,068)	–	(4,068)
Transfers	431	–	1,544	546	859	771	4,151	(4,151)	–
Prior period adjustment	3,677	8,229	1,026	3,247	3,029	–	19,208	–	19,208
	9,647	8,229	4,637	22,802	5,699	1,268	52,282	(702)	51,580
Movements in accumulated depreciation									
Depreciation and amortisation	(7,348)	(150)	(2,158)	(5,469)	(2,898)	(430)	(18,453)	–	(18,453)
Revaluation	(1,846)	–	–	(152)	–	–	(1,998)	–	(1,998)
Prior period adjustment	(2,593)	(3,494)	(915)	(350)	(1,303)	–	(8,655)	–	(8,655)
Write off	52	–	62	465	1,461	14	2,054	–	2,054
	(11,735)	(3,644)	(3,011)	(5,506)	(2,740)	(416)	(27,052)	–	(27,052)
At fair value 30 June 2024	479,855	8,229	181,610	620,540	93,901	27,194	1,411,329	3,449	1,414,778
Accumulated depreciation at 30 June 2024	(201,411)	(3,644)	(99,150)	(252,149)	(43,511)	(5,360)	(605,225)	–	(605,225)
Carrying amount	278,444	4,585	82,460	368,391	50,390	21,834	806,104	3,449	809,553

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2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 6. Assets we manage (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

	Depreciation Period years	Threshold Limit \$ '000
Land and land improvements		
land		—
Buildings		
buildings	25 - 150	10
Plant and Equipment		
plant, machinery and equipment	2 - 10	3
fixtures, fittings and furniture	2 - 15	1
works of art		—
computers and telecommunications	2 - 10	1
Infrastructure		
road pavements and seals	36 - 65	20
road substructure	36	20
road formation and earthworks	150 - 200	20
road kerb, channel and minor culverts	65	5
road appurtenance	10 - 65	5
drainage	110	5
footpaths and cycleways	50 - 80	5
Parks, reserves and recreational		
sub-surface drainage	10	5
irrigation	10	5
lake improvement works	60 - 80	5
sporting grounds surfaces	20 - 50	5
playground equipment	15 - 20	5
public seating	15 - 20	5
Intangible assets		
Intangible assets	5	2

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 6. Assets we manage (continued)

embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer Patrick Cantelo AAPI CPV - Certified Practising Valuer No. 108928. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or un-serviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

The date of the current valuation is detailed in the following table. A full revaluation was conducted in the current year, this valuation was conducted by a qualified independent valuer Patrick Cantelo - Certified Practising Valuer No. 108928.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2024 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Land	—	9,090	757,064	Jun/24	Full Revaluation
Specialised land	—	—	258,597	Jun/24	Indexed
Buildings	—	27,148	313,883	Jun/24	Full Revaluation
Total	—	36,238	1,329,544		

Valuation of Infrastructure

Valuation of infrastructure assets has been determined in accordance with an independent valuation undertaken by Patrick Cantelo - Certified Practising Valuer No. 108928.

The date of the current valuation is detailed in the following table.

An index based revaluation was conducted in the current year, this valuation was based on Rawlinsons Australian Construction Handbook 2024 - Edition 42.

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Notes to the Financial Statements
for the year ended 30 June 2024

Note 6. Assets we manage (continued)

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2024 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Roads	—	—	278,445	Jun/24	Indexed
Bridges	—	—	4,585	Jun/24	Full revaluation
Footpaths and cycleways	—	—	82,460	Jun/24	Indexed
Drainage	—	—	368,391	Jun/24	Indexed
Off street car parks	—	—	21,833	Jun/24	Indexed
Total	—	—	755,714		

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values of 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values average \$604.93 per square metre.

Non specialised land is valued using a market based mass modelling technique. Significant unobservable inputs include the extent and impact of restriction of use. The extent and impact of restrictions on use varies, and the market value of land varies significantly depending on the location of the land and the current market conditions.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land

	2024 \$ '000	2023 \$ '000
Land under roads	258,597	254,575
Total specialised land	258,597	254,575

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2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 6. Assets we manage (continued)

	2024	2023
	\$ '000	\$ '000

6.3 Investments in associates, joint arrangements and subsidiaries

(a) Investments in associates

Investments in associates accounted for by the equity method are:

Your Library Ltd	1,879	1,679
Narre Warren User Group	226	236
Total investments in associates and joint arrangements	2,105	1,915

Associates and joint arrangements - in profit

Eastern Regional Library Corporation	200	(610)
Narre Warren User Group	(10)	(9)
Total surplus (deficit) for year in associates and joint arrangements	190	(619)

Your Library Ltd

Background

Council's equity share in Your Library Ltd as at 30 June 2024, based on the Corporation's unaudited financial report, is disclosed as a non-current investment.

The equity holders in the Your Library Ltd are:

Maroondah City Council - 24.89%
Knox City Council - 36.39%
Yarra Ranges Shire Council - 38.72%

The motion to wind up ERLC by 30 June 2023 in accordance with section 330(4) of the Local Government Act 2020 (LGA) was adopted by Council on the 19 June 2023. A beneficial enterprise, Your Library Ltd (a public company limited by guarantee), has been established in accordance with section 110 of the LGA to deliver library services from 1 July 2023 on behalf of the Knox, Maroondah and Yarra Ranges City Councils. Council share in equity will remain the same under Your Library Ltd.

Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus (deficit) at start of year	1,879	2,289
Reported surplus (deficit) for year	200	(610)
Council's share of accumulated surplus (deficit) at end of year	2,079	1,679

Narre Warren User Group

Background

Council holds a 15.94% interest in the net assets relating to the use of the now closed Narre Warren regional landfill facility. The investment held by the Narre Warren User Group is used for monitoring of the site, receipt of royalties and interest on the investment. Refer to Note 8.1 Contingent assets and liabilities.

Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus (deficit) at start of year	235	244
Reported surplus (deficit) for year	(10)	(9)
Council's share of accumulated surplus (deficit) at end of year	225	235

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Notes to the Financial Statements

for the year ended 30 June 2024

Note 6. Assets we manage (continued)

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity
Maroondah City Council is the parent entity.

Subsidiaries and Associates
Interests in subsidiaries and associates are detailed in Note 6.2.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Maroondah City Council. The Councillors, Chief Executive Officer and Directors are deemed KMP.

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

R. Steane (Mayor July 2023 - December 2023)
T. Damante (Deputy Mayor July 2023 - December 2023)
C. Jones (December 2023 - current)
M. Graham (July 2023 - December 2023)
T. Dib
M. Symon
S. Stojanovic
P. Macdonald (Deputy Mayor January 2024 - current)
K. Spears (Mayor January 2024 - current)
L. Hancock

Key Management Personnel

Chief Executive Officer - Steve Kozlowski
Director - People and Places - Marianne Di Giallonardo
Director - Strategy and Development - Andrew Fuaux
Director - Assets and Leisure - Adam Todorov
Director - Chief Financial Officer - Antonio Rocca

	2024 No.	2023 No.
Total Number of Councillors	10	9
Total of Chief Executive Officer and other Key Management Personnel	5	6
Total Number of Key Management Personnel	15	15

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Notes to the Financial Statements

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Note 7. People and relationships (continued)

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2024 \$ '000	2023 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,766	1,918
Other long-term employee benefits	24	(94)
Post-employment benefits	193	202
Total	1,983	2,026

	2024 No.	2023 No.
--	-------------	-------------

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

\$1 - \$9,999	1	—
\$10,000 - \$19,999	1	—
\$30,000 - \$39,999	5	6
\$40,000 - \$49,999	1	1
\$50,000 - \$59,999	1	1
\$70,000 - \$79,999	1	—
\$80,000 - \$89,999	—	1
\$220,000 - \$229,999	—	1
\$250,000 - \$259,999	—	1
\$260,000 - \$269,999	1	—
\$270,000 - \$279,999	2	1
\$280,000 - \$289,999	1	2
\$430,000 - \$439,999	—	1
\$450,000 - \$459,999	1	—
	15	15

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 7. People and relationships (continued)

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 (\$160,000 in 2023) and who report directly to a member of the KMP.

Total remuneration of other senior staff was as follows:

	2024 \$ '000	2023 \$ '000
Short-term employee benefits	3,101	2,431
Other long-term employee benefits	43	23
Post-employment benefits	341	254
Total	3,485	2,708

The number of other senior staff are shown below in their relevant income bands:

	2024 No.	2023 No.
Income Range:		
\$160,000 - \$169,999	—	1
\$170,000 - \$179,999	3	3
\$180,000 - \$189,999	2	3
\$190,000 - \$199,999	8	7
\$200,000 - \$209,999	5	—
	18	14

	2024 \$ '000	2023 \$ '000
Total remuneration for the reporting year for other senior staff included above, amounted to:	3,485	2,708

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 7. People and relationships (continued)

	2024	2023
	\$ '000	\$ '000

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties:

There were 4 transactions that occurred during the current period with one related party, as contributions to Your Library Ltd. The total of these transactions was \$3,033,000

3,033 2,799

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

There were no outstanding balances with related parties for the period ending 30 June 2024.

(c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the Council to a related party as follows:

No loans to / from related parties for the 2023/24 year.

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the Council to a related party are as follows:

Commitments to related parties noted for the 2023/24 year. — —

No transactions other than the Council contributions, remuneration payments or the reimbursement of approved expenses were entered into by Your Library Ltd with related parties during the reporting year.

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements for the year ended 30 June 2024

Note 8. Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council. As at 30 June 2024, Council is not aware of any contingent assets.

(b) Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Insurance claims

Council receives claims arising from incidents which occur on its land or in its facilities, as well as incidents which arise from the actions or omissions of Council.

Council holds \$600m of public liability insurance and \$600m of professional indemnity insurance with the MAV Liability Mutual Insurance Scheme, with both having a policy excess of \$50,000. This means the maximum financial exposure to Council in any single claim is no greater than \$50,000.

Council is not aware of any above excess claims that would fall outside of the terms of Council's insurance policy or that has not been reported to the MAV Liability Mutual Insurance (LMI) Scheme.

Legal matters

The Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As the matters are yet to be finalised, and the financial outcomes are unable to be estimated, no allowance for these contingencies have been made in the financial report.

Liability Mutual Insurance

Council is a participant in the MAV Liability Mutual Insurance (LMI) Scheme, which provides public liability and professional indemnity insurance cover.

The Scheme states that each participating Council is required to contribute to the scheme, in each insurance year it participates, regarding its share of any shortfall in the provisions. Furthermore, coverage is still provided for previous years, regardless of whether Council remains in the scheme in future years.

Other contingent liabilities

Approximately \$1,417,448 (\$1,480,648 in 2023) is held by Whitehorse City Council in a Landfill Site Aftercare Reserve in relation to the Narre Warren Landfill Site to deal with any environmental problems that could arise in relation to the completed landfill site. Based on experience during operation no problems are expected but the Reserve will continue to be held for approximately the next 20 years until the site is safe. Council's exposure is 15.94% per cent of any works that are required to be completed.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 8. Managing uncertainties (continued)

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2024 reporting period. Council assesses the impact of these new standards.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities to modify AASB 13 Fair Value Measurement. AASB 2022-10 amends AASB 13 Fair Value Measurement for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. The AASB 13 modifications:

- are applicable only to not-for-profit public sector entities;
- are limited to fair value measurements of non-financial assets not held primarily for their ability to generate net cash inflows;
- are to be applied prospectively for annual periods beginning on or after 1 January 2024;
- would not necessarily change practice for some not-for-profit public sector entities; and
- do not indicate that entities changing practice in how they measure relevant assets made an error in applying the existing requirements of AASB 13.

Council will assess any impact of the modifications to AASB 13 ahead of the 2024-25 reporting period.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants. AASB 2022-6 amends AASB 101 Presentation of Financial Statements to improve the information an entity provides in its financial statements about long term liabilities with covenants where the entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement. The amendments in AASB 2022-6 are effective for annual periods beginning on or after 1 January 2024. Council will assess any impact of the modifications to AASB 101 ahead of the 2024-25 reporting period.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 8. Managing uncertainties (continued)

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Credit risk exists in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 8. Managing uncertainties (continued)

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +3.75% and -3.75% in market interest rates (AUD) from year-end rates of 4.35%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 8. Managing uncertainties (continued)

8.4 Fair value measurement

Fair Value Hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above. In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant & equipment and parks, open space & streetscapes, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis every 4 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset Class	Revaluation frequency
Land	4 years
Buildings	4 years
Roads	4 years
Footpaths and cycleways	4 years
Drainage	4 years
Other infrastructure	4 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 8. Managing uncertainties (continued)

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increase (decrease) \$ '000	Balance at end of reporting period \$ '000
9.1 Reserves			
(a) Asset revaluation reserves			
2024			
Property			
Land	583,999	3,263	587,262
Buildings - non specialised	64,777	57,743	122,520
	648,776	61,006	709,782
Plant and equipment			
Other	—	1,206	1,206
	—	1,206	1,206
Infrastructure			
Roads	259,744	620	260,364
Footpaths and cycleways	78,604	—	78,604
Drainage	247,571	16,659	264,230
Offstreet car parks	1,074	—	1,074
	586,993	17,279	604,272
Total asset revaluation reserves	1,235,769	79,491	1,315,260
2023			
Property			
Land	599,117	(15,118)	583,999
Buildings - non specialised	64,777	—	64,777
	663,894	(15,118)	648,776
Infrastructure			
Roads	249,124	10,620	259,744
Footpaths and cycleways	32,654	45,950	78,604
Drainage	213,617	33,954	247,571
Offstreet car parks	113	961	1,074
	495,508	91,485	586,993
Total asset revaluation reserves	1,159,402	76,367	1,235,769

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
(b) Other reserves				
2024				
Restricted reserves				
General	12,000	—	—	12,000
Total restricted reserves	12,000	—	—	12,000
Total Other reserves	12,000	—	—	12,000
2023				
Restricted reserves				
General	12,000	—	—	12,000
Total restricted reserves	12,000	—	—	12,000
Total Other reserves	12,000	—	—	12,000

The general reserve is used to record funds set aside for future possible contingencies e.g. unfunded superannuation call, unplanned capital expenditure.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 9. Other matters (continued)

	2024 \$ '000	2023 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	12,542	5,391
Non-cash adjustments:		
Depreciation/amortisation	28,266	28,595
Assets written off and adjustments	3,697	11,646
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(866)	(405)
Net share of net profits of associates and joint ventures	(190)	619
Amounts disclosed in financing activities	1,282	1,349
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(2,309)	19,208
(Increase)/decrease in inventories	(48)	56
(Increase)/decrease in prepayments	(5)	(224)
Increase/(decrease) in contract assets	(36)	67
Increase/(decrease) in trade and other payables	1,110	22,705
Increase/(decrease) in provisions	481	500
Increase / (decrease) in trust funds and other deposits	(335)	(467)
(Decrease)/increase in contract and other liabilities	(3,746)	(22,352)
Net cash provided by/(used in) operating activities	39,843	66,688

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 9. Other matters (continued)

9.3 Superannuation

Council makes the majority employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2024, this was 11.0% as required under Superannuation Guarantee (SG) legislation (2023: 10.5%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation for the Defined Benefit category as at 30 June 2023 was conducted and completed by 31 December 2023. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2023 was 104.1%. Council was notified of the 30 June 2023 VBI during August 2023. The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.8% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2023 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions**(a) Regular contributions**

On the basis of the results of the 2023 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2024, this rate was 11.0% of members' salaries (10.5% in 2022/23). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 9. Other matters (continued)

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2023 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2023 (Interim) \$m	2022 (Interim) \$m
- A VBI Surplus	84.7	44.6
- A total service liability surplus	123.6	105.8
- A discounted accrued benefits surplus	141.9	111.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2023.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2023.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2023.

The 2024 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2024 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2024.

The VBI of the Defined Benefit category was XXX.X% as at 30 June 2024. The financial assumptions used to calculate the 30 June 2024 VBI were:

Net investment returns X.X% pa
Salary information X.X% pa
Price inflation (CPI) X.X% pa

Council was notified of the 30 June 2024 VBI during XXXXXX 2024.
Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position at 30 June 2024 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category's funding arrangements from prior years.

The 2020 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2020 Triennial investigation \$m	2023 Triennial investigation \$m
Net investment return	5.6% pa	5.7% pa
Salary inflation	2.5% pa for two years and 2.75% pa thereafter	3.50% pa

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Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 9. Other matters (continued)

Price inflation 2.0% pa 2.8% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2024 are detailed below:

Scheme	Type of scheme	Rate	2024 \$ '000	2023 \$ '000
Vision Super	Defined benefits	11.0% (2023:10.5%)	173	194
Vision Super	Accumulation	11.0% (2023:10.5%)	3,035	2,823
Other Schemes	Accumulation	11.0% (2023:10.5%)	3,309	2,982

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2024 is \$173,000 (This does not include any pay increases as we are not aware of what this amount will be).

Maroondah City Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2023-24 year.

Maroondah City Council
Performance Statement
For the year ended 30 June 2024

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Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020*.

Isabelle Cancino CA

Manager Finance and Commercial

Dated:

In our opinion, the accompanying performance statement of the Maroondah City Council for the year ended 30 June 2024 presents fairly the results of council's performance in accordance with *the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.

K Spears

Mayor

Dated:

M Symon

Councillor

Dated:

S Kozlowski

Chief Executive Officer

Dated:

Inclusion of Victorian Auditor – General's Office Audit Report

Section 1 - Description of municipality

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east, 22 kilometres from the Central Business District (CBD). The area is a substantially developed peri-urban residential municipality, with an estimated population of 117,434 residents¹ and 43,005 households with an average of 2.73 people per household.²

The City of Maroondah includes the suburbs of Bayswater North, Croydon, Croydon Hills, Croydon North, Croydon South, Heathmont, Kilsyth South, Ringwood, Ringwood East, Ringwood North and Waranwood. The City also includes small sections of Kilsyth, Park Orchards, Vermont and Wonga Park. With little remaining land available for greenfield residential development, future population growth will be mainly stimulated by housing consolidation and medium density development.

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

¹ Estimated Residential Population, Australian Bureau of Statistics, 2022.

² Maroondah Population Forecasts, Id Consulting, 2022.

Section 2 - Service Performance Indicators

For the year ended 30 June 2024

Results						
	2021	2022	2023	2024		Comment
Service / Indicator / Measure [Formula]	Actual	Actual	Actual	Target as per budget	Actual	
Aquatic Facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	3.34	4.43	9.43	N/A	11.02	 This indicator measures the number of visits to aquatic facilities per head of municipal population. In 2023/24, there was a comparable increase in utilisation of aquatic facilities. This favourable increase could be due to Councils promotional efforts, program offerings, or improvements in facility accessibility that are delivered during this financial year.
Animal Management Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	0%	100%	100%	N/A	100%	 This measure captures the percentage of successful animal management prosecutions under the Domestic Animals Act 1994. In 2023/24, The number of animal management prosecutions continues to remain consistent.

Food Safety Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	100.00%	N/A	99.26%	This indicator measures the percentage of critical and major non-compliance outcome notifications that are followed up by Council. Data shown is for the 2023 calendar year to align with reporting to the Department of Health (DoH). In 2023/24, there were no material variations in results.
Governance Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	55	59	56	59	59	Community satisfaction is measured in the annual Maroondah Community Satisfaction Survey. Community satisfaction with "Community consultation and engagement" have remained consistent with results received in previous financial years
Libraries Participation <i>Library membership</i> [Number of registered library members / Population] x100	#N/A	#N/A	#N/A	N/A	34.89%	This new measure looks at the percentage of resident municipal population who are registered library members. Council will continue to monitor and report on this indicator over the coming years for future analysis and reporting.

Maternal and Child Health (MCH) Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	76.19%	73.42%	75.16%	N/A	74.54%	This measure captures participation of children in key age and stage appointments which can vary due to timing of appointments during the financial year. Participation rates are within the expected range.
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	78.31%	84.69%	77.08%	N/A	82.73%	This measure captures the percentage of Aboriginal children enrolled who participate in the MCH service, which can vary due to timing of appointments during the financial year.
Roads Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	98.85%	98.65%	97.71%	98.00%	98.11%	Council defines the intervention level to be a road condition rating equivalent to 'very poor'. There was only minor variation in this result when compared to the same time the previous year.

Statutory Planning Service standard <i>Planning applications decided within required time frames</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	86.87%	83.52%	73.99%	84.00%	75.67%	In accordance with the Planning and Environment Act 1987, a Council is permitted 60 statutory days to make a determination on a planning application. Planning application decisions are slightly below the 84% target which could be attributed to staffing vacancies and complexity of applications received. In 2023/24, results have improved in comparison to the same time in the previous year.
Waste Management Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	56.71%	55.50%	56.22%	56.00%	59.30%	This measure refers to the percentage of garbage, recyclables and green organics collected from kerbside bins, that is diverted from landfill. The cost of kerbside recycling processing has slightly increased in the reporting period, compared to the previous financial year. The slight increase is attributed to the introduction of Councils Food Organics Garden Organics service on 1 May 2023.

Section 3 - Financial Performance Indicators

For the year ended 30 June 2024

	Results					Forecasts				Material Variations and Comments
	2021	2022	2023	2024		2025	2026	2027	2028	
Dimension / Indicator / Measure [Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Efficiency Expenditure level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,551.51	\$2,908.39	\$3,124.31	\$3,326.00	\$2,991.45	\$3,200.74	\$3,212.95	\$3,231.22	\$3,289.95	This measure looks at the total expenses per property assessment. Over the reporting period, this indicator has reduced slightly from the previous year due to operational efficiencies achieved combined with a reduction in non-cash expenditure; whilst the number of property assessments have grown marginally in line with expectations.
Revenue level <i>Average rate per property assessment</i> [Sum of all general rates and municipal charges / Number of property assessments]	\$1,564.57	\$1,600.96	\$1,611.10	N/A	\$1,655.32	\$1,711.79	\$1,747.73	\$1,789.10	\$1,827.15	Slight increase in line with the expected rate increase within the rate cap and the forecast growth within the municipality.

Liquidity Working capital <i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	161.75%	201.34%	150.41%	142.70%	139.51%	137.68%	190.17%	163.71%	146.62%	Higher levels of capital grant funding mainly for car park constructions which are recognised as unearned income until spent, resulting in higher current liabilities in the short term. The ratio is expected to increase with projected new borrowings in 2025-26 which will increase cash investment balances.
Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	30.46%	79.00%	73.50%	N/A	41.06%	60.44%	89.97%	74.84%	65.42%	Reduction in this measure mainly reflects higher current liabilities related to outstanding repayment of Heatherdale & Heathmont carpark grants (\$20M). The increase in 2025-26 and beyond reflects higher cash balances due to projected new borrowings (\$15M).
Obligations Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	16.50%	24.49%	21.06%	N/A	17.34%	14.13%	23.33%	19.17%	15.14%	This indicator measures total interest-bearing liabilities compared to rate revenue and reflects borrowings undertaken in May 2022 of \$10M and projected new borrowings of \$15M in 2025-26.

Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.61%	0.76%	3.66%	N/A	3.47%	3.36%	4.42%	4.27%	4.12%	Decreasing trend reflects reduction in the principal loan amounts year on year except for 2024-25 where additional borrowings is planned.
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	15.12%	40.14%	27.02%	N/A	15.61%	12.49%	17.95%	16.52%	12.50%	During the 2021/22 period, the non-current liabilities were higher than prior periods, mainly due to large levels of unearned income, which related specifically to grant funding that could not be recognised as income until project milestones are met and the income is recognised in latter periods. Downward trend reflects lower unearned grant income classified as non-current based on the capital program; reduction in long-term loan balances; and higher own-sourced revenue mainly in user fees due to increased activity and higher interest returns on cash balances.
Asset renewal and upgrade										

<p><i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expense / Asset depreciation] x100</p>	118.98%	135.32%	139.24%	108.50%	95.39%	114.56%	111.01%	138.98%	187.46%	<p>The timeframe for the Ringwood Activity Centre Carpark was extended and whilst works commenced in 2023/2024, the majority of works will be completed in 2024/2025. Council also budgeted to spend \$5.4M on Croydon Community Hub A, these works reached design stage however no construction works commenced in 2023/2024.</p>
<p>Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100</p>	12.52%	-2.80%	-2.58%	N/A	3.47%	1.85%	5.04%	4.40%	5.30%	<p>The adjusted underlying result for the 2023/24 financial year has improved from the previous two years where Council had one-off impacts of the net loss in associates and joint ventures and higher assets write off as part of improvement initiatives which negatively impacted on this measure. A slight reduction is expected in 2024/25 with lower interest returns on cash balances and lower rate cap; however this will improve and stabilise over future years.</p>
Stability										

Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	64.45%	68.69%	64.64%	84.00%	65.74%	64.53%	63.71%	65.39%	65.22%	In Victoria, council rate increases are limited by a cap set by the Minister for Local Government based on CPI. The current and future trend is steady and in line with projected rate caps.
Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.25%	0.26%	0.23%	N/A	0.24%	0.24%	0.25%	0.25%	0.26%	This ratio is consistent with other prior and future periods. The trend is showing a steady increase based on State Government estimated increases in rates and an average estimate on capital improved values as property value fluctuations are dependent on economic and market movement.

Section 4 - Sustainable Capacity Indicators

For the year ended 30 June 2024

Results

	2021	2022	2023	2024	Comment
Indicator / Measure [Formula]	Actual	Actual	Actual	Actual	
Population <i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,089.83	\$1,262.54	\$1,404.85	\$1,350.09	This indicator measures Council's total expenditure over the municipal population and is within the expected range. Prior year total expenditure included one-off assets written off hence the higher figure.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$7,823.19	\$8,440.28	\$9,344.98	\$10,016.12	This indicator measures Council's total infrastructure value over the municipal population. The value of infrastructure assets has been increasing at a higher level than the population growth
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	245.18	241.44	237.46	241.14	This result demonstrates the Maroondah City Council's population is using an established road network, which is well maintained but not growing in length. The increase in 2023/24 compared to 2022/23 is due to increase in population growth of 1.5%
Own-source revenue <i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,069.85	\$1,048.26	\$1,226.11	\$1,292.90	This measures Council's own sourced revenue and is within the expected range. Slight increase is mainly related to higher interest revenue and higher user fees, compared to the municipal population.
Recurrent grants <i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$68.37	\$85.10	\$85.35	\$28.08	Mainly related to 100% of the 2023/24 Australian Government Financial Assistance Grant funding being brought forward to 2022/23.

Disadvantage <i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	9.00	9.00	8.00	8.00	This measure looks at the relative socio-economic disadvantage of the municipality as derived from the ABS census of population and housing undertaken every five years. The updated census data made available for this measure in 23/24.
Workforce turnover <i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.4%	20.7%	17.1%	12.8%	This measure has decreased over the last two years. It is still high compared to 20/21 and prior. The higher turnover was largely driven by an ageing workforce with long term staff retiring or reconsidering their future working options.

Section 5. Notes to the accounts

5.1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed, service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g., Australian Bureau of Statistics or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by *the Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2024-25 to 2027-28 by the council's financial plan.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

5.2. Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: <ul style="list-style-type: none"> • non-recurrent grants used to fund capital expenditure; and • non-monetary asset contributions; and contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the <i>Food Act 1984</i>
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i>
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash



Particulars

Item 1.	Council: (Clause 1)	Maroondah City Council of 179 Maroondah Highway Ringwood 3134
Item 2.	Tenant: (Clause 1)	Australia Chin Community (Eastern Melbourne) Inc. ABN 53889202409, P.O Box 76, Croydon. hchinaa@gmail.com.
Item 3.	Land: (Clause 1)	The land contained in certificate of title Volume 11361 Folio and known as Hughes Park, Maroondah Highway Croydon North
Item 4.	Premises: (Clause 1)	That part of the Land shown bounded in red on the plan in Annexure B
Item 5.	Commencement Date: (Clause 1)	1 January 2024
Item 6.	Term: (Clause 1)	Two (2) years
Item 7.	Further Term(s): (Clause 1 & 3.2)	One (1) further term of two (2) year(s)
Item 8.	First and Last dates for exercising the Option for the Further Term: (Clause 3.2.1)	First date - 1 July 2025 Last date - 1 Oct 2025
Item 9.	Rent : (Clause 1 & 3)	6 court Tennis Lease -50% subsidy for CALD Community Year 1: \$3,839 incl GST Year 2: \$3,973 incl GST The Rent is payable annually in advance, within 30 days of Council issuing an invoice for the Rent, commencing on the Commencement Date, and then on each anniversary of the Commencement Date during the Term and any Further Term. This payment obligation also applies to the payment of Rent during any Further Term.
Item 10.	Rent During Further Term: (Clause 1 and 5)	To be determined by Council if the option is exercised



Particulars (continued)

- | | | | | | | | |
|---|--|------|------|--------------|------|--------|------|
| Item 11. Security Deposit:
(Clause 1 & 8.1) | \$1,000 plus GST | | | | | | |
| Item 12. Community Use:
(Clause 1 & 14.1) | The carrying on of Not for Profit activities normally associated with active recreation, community engagement, cultural activities, newly arrived counselling services and english language education. | | | | | | |
| Item 13. Licensee's Proportion of Outgoings | <p>Council will invoice the Licensee the following proportion of utilities charges for the premises:</p> <table border="0"><tr><td>Gas:</td><td>100%</td></tr><tr><td>Electricity:</td><td>100%</td></tr><tr><td>Water:</td><td>100%</td></tr></table> | Gas: | 100% | Electricity: | 100% | Water: | 100% |
| Gas: | 100% | | | | | | |
| Electricity: | 100% | | | | | | |
| Water: | 100% | | | | | | |
| Item 14. Hours of Use
(Clause 15.4) | Occupancy is permitted between 6.00am and midnight, 7 days per week. | | | | | | |
| Item 15. Special Conditions:
(Clause 1 & 24.6) | <ul style="list-style-type: none">▪ The Special Conditions in section two of Annexure A form part of this Licence. | | | | | | |
| Item 16. Changes to Council's standard terms:

(Clause 24.6) | <p>The following standard clauses have been amended (as set out in section one of Annexure A):</p> | | | | | | |





MAROONDAH CITY COUNCIL

2021 STANDARD FORM

COMMUNITY FACILITY LEASE

This lease package is a controlled document and is one of a suite of documents used by Council when granting third parties the use of Council premises. Permission for the use of this document by Council staff must be obtained from Council's Manager Leisure & Major Facilities.



Maroondah City Council 2021 standard community facility lease package

This lease has been developed for use in the lease of community facilities by Maroondah City Council (**Council**). It is based on a standard document prepared by Council's lawyers, modified for Council's own purposes.

The Council documents used to lease or licence the use of Council premises include:

- This standard community facility lease;
- A standard community facility licence;
- Standard documents to vary, surrender and renew community facility leases and community facility licences;
- A suite of documents relating to the seasonal allocation of Council premises (through a form of licence); and
- Overarching policy documents, including –
 - Community Facilities Occupancy policy (2021); and
 - Community Facilities Pricing policy (2020).

This community facility lease consists of two parts:

Part One – Recitals and Execution Page

The Recitals set out the factual circumstances in which the lease was entered into. They do not form an operative part of the lease (i.e. grant rights or create obligations) but Council can rely and may be able to take action based on any representations made by the tenant (usually in Recital I).

The execution page is where Council and the tenant formally sign (or execute) the lease to confirm their mutual acceptance of the terms and conditions of the lease.

Part Two – Particulars, Standard Clauses and Annexures

The Particulars are the specific details of each lease: the parties to the lease, the land being leased, the period of the lease, the rent etc. There are then 24 standard clauses which set out Council's community facility lease terms. These Particulars must be completed for the standard terms to be able to have effect.

There are four Annexures to each Council lease:

- Annexure A records any amendments to the standard clauses and includes any additional special conditions (which prevail over standard clauses).
- Annexure B inserts a plan of the premises. It is this plan that shows the specific land and buildings being leased to the tenant.
- Annexure C inserts a copy of the Ministerial Determination dated 13 October 2014¹.
- Annexure D are Council's standard documents to exercise any option to extend the term of the Lease.

¹ This Determination exempts certain Local Government leases from retail tenancy lease laws.



Part One – Recitals

- A. Maroondah City Council owns the land known as –
- Ringwood Golf Club House, Canterbury Road RINGWOOD VIC 3134
 - Volume 8785 folio 683
- (**Council's Land**)
- B. Ringwood Golf Club Inc. ABN 29 594156787 and A0007412H is a Not for Profit incorporated association that is registered in Victoria and operates within the municipality of Maroondah (**Tenant**).
- C. The Tenant wishes to lease part or all of the Council Land from Council.
- D. Council has granted the Tenant a lease of the part of Council's Land bounded in red on the aerial photograph or other plan shown in Annexure B of Part Two of this lease package on the terms and conditions set out in this lease (**Premises**).
- E. Located on the Premises are the following Council assets –
- Ringwood Golf Clubhouse
- F. Located on the Premises are the following assets not owned by Council: the Tenant's property
- G. Subject to the terms of this lease, the Tenant has the exclusive use of the Premises and all Council assets located on the Premises.
- H. The purpose of Council granting this lease to the Tenant is to enable the Tenant to carry on the activities normally associated with a golf club.
- I. In granting this lease to the Tenant, the Tenant acknowledges it has made and Council has relied upon the following representations –
1. The Premises will only be used for Not for Profit purposes and not for any commercial purposes;
 2. The Tenant will only use the Premises in a manner that complies with the terms and conditions of this lease;
 3. The Tenant is financially sound and will be able to pay its rent and all other of its debts as and when they fall due; and
 4. The Tenant has disclosed to Council all matters about the Tenant and about this lease known by the Tenant which may materially affect either Council's decision to grant this lease to the Tenant or the terms of this lease.



Part One – Execution Page

The Council leases the Premises to the Tenant subject to the terms contained in this Lease.

This Lease is executed as a deed on the day of 20

The Common Seal of Maroondah)
City Council was affixed in the)
presence of:)

..... Councillor

..... Chief Executive Officer

Dated this day of 20

Executed for and on behalf of [insert)
name of Tenant] in accordance with its)
Constitution by:)

(Signed)

..... PRINT name and position held

(Signed)

..... PRINT name and position held

Dated this day of 20



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Part Two – Standard terms of Maroondah City Council community facility lease

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Particulars

Item 1.	Council: (Clause 1)	Maroondah City Council of 179 Maroondah Highway Ringwood 3134
Item 2.	Tenant: (Clause 1)	Ringwood Golf Club Inc , ABN 29 594 156 787 and A0007412H PO Box 760, Heathmont 3135
Item 3.	Land: (Clause 1)	The land contained in certificate of title volume 8785 folio 683 and known as Ringwood Golf Club House, Canterbury Road RINGWOOD VIC 3134
Item 4.	Premises: (Clause 1)	That part of the Land shown bounded in red on the plan in Annexure B
Item 5.	Commencement Date: (Clause 1)	1st July 2024
Item 6.	Term: (Clause 1)	Five (5) years
Item 7.	Further Term(s): (Clause 1 & 3.2)	NIL
Item 8.	First and Last dates for exercising the Option for the Further Term: (Clause 3.2.1)	Not Applicable
Item 9.	Rent : (Clause 1 & 3)	Year 1: \$2,800 incl GST Year 2: \$2,898 incl GST Year 3: \$3,000 incl GST Year 4: \$3,105 incl GST Year 5: \$3,214 incl GST The Rent is payable annually in advance, within 30 days of Council issuing an invoice for the Rent, commencing on the Commencement Date, and then on each anniversary of the Commencement Date during the Term and any Further Term. This payment obligation also applies to the payment of Rent during any Further Term.
Item 10.	Rent During Further Term: (Clause 1 and 5)	Not Applicable



Particulars (continued)

Item 11. Security Deposit: (Clause 1 & 8.1)	\$1,000 plus GST
Item 12. Community Use: (Clause 1 & 14.1)	The carrying on of Not for Profit activities normally associated with a golf club.
Item 13. Hours of Use (Clause 14.4)	Monday to Thursday 5.00am - 10.00pm Fridays 5.00am - 12.00 midnight Saturdays 5.00am - 12.00 midnight Sundays 5.00am - 11.30pm
Item 14. Special Conditions: (Clause 1 & 22.6)	The Special Conditions in section two of Annexure A form part of this Lease.
Item 15. Changes to Council's standard terms: (Clause 23.6)	The following standard clauses have been amended (as set out in section one of Annexure A): <ul style="list-style-type: none">NIL



1. Definitions

In this Lease unless expressed or implied to the contrary²:

AGM Report means the annual report submitted by the Tenant to its Annual General Meeting.

Child Safe Policy means a child safety policy maintained by the Tenant from time to time including but not limited to WWC Checks.

Commencement Date means the date specified in Item 5.

Community Use means the permitted use of the Premises specified in Item 12 which falls within the uses specified in the Determination.

Council means Maroondah City Council as stated in Item 1 and includes the Council's successors and assigns and where it is consistent with the context includes the Council's employees and agents.

Council's Fixtures means all fittings, fixtures, and chattels contained in the Premises at the Commencement Date or installed by the Council during the Term.

CPI means the Consumer Prices Index – All Groups (Melbourne) or agreed equivalent

Determination means the Ministerial Determination dated 13 October 2014, a copy of which is attached at Annexure C.

Financial Year means a period of twelve months commencing on 1 July of each year and ending on 30 June of the following year.

Further Term means the further term(s) specified in Item 7.

Hours of Use means the hours specified in Item 13.

Item means an item in the Particulars to the Lease.

Land means the land specified in Item 3.

Lease means this Lease.

Lettable Area(s) means the lettable area of the Land assessed for Rates and Taxes as determined by a surveyor engaged by the Council.

Maintenance Schedule means the schedule published on Council's internet website³ which sets out the repair and maintenance responsibilities of the parties to the Lease.

Municipal Emergency Management Plan means the management plan prepared by Council and other agencies that is applied in the event of an emergency.

² Note: clause, Particular and annexure are defined in clause 24.5.1.

³ Subject to Council complying with the requirements of clause 24.10 which require notice to the Tenant and an explanation of any changes made compared to the preceding version (if any).



Not for Profit means:

- (i) an individual who is not conducting activities for the purposes of deriving a financial return for themselves or anyone else; or
- (ii) an organisation that exists exclusively for charitable purposes or as an amateur sporting group, arts, craft or other special interest group established for the benefit of the community of the Maroondah City Council and which is primarily run by voluntary staff and/or a committee; or
- (iii) an organisation which provides services to the Maroondah community, consisting of primarily paid staff and which returns all profits into the operation of the organisation to carry out its purposes.

Part means one of the two (2) parts to this Lease, which collectively constitute and form the terms of this Lease.

Premises means the premises specified in Item 4 and includes the Council's Fixtures.

Rates and Taxes means the rates, taxes, charges and levies specified in clause 6.1.

Rent means the amount specified in Item 9 as reviewed, adjusted or increased under this Lease.

Security Deposit means a Security Deposit for the amount specified in Item 11.

Services refers to utilities in connection with the Premises including but not limited to electricity, gas, water, telephone, internet and cable communications or entertainment services.

Special Conditions means the conditions referred to in Item 14.

Tenant means the Tenant specified in Item 2 and includes the Tenant's successors and assigns and where it is consistent with the context includes the Tenant's employees, contractors, agents, invitees and persons the Tenant allows in the Premises.

Tenant's Property means all property in the Premises including all fixtures and fittings owned or leased by the Tenant but excluding the Council's Fixtures.

Term means the term specified in Item 6 and includes any period of overholding.

WS Act means the *Worker Screening Act 2020* (Vic)

WWC means Working with Children.

WWC Check means checks conducted by the Tenant and issued by the Department of Justice and Community Safety pursuant to the WS Act.

2. Compliance with *Local Government Act 2020* (Vic)

Where applicable, the grant of this Lease is subject to the Council giving notice of its intention to grant this Lease and resolving to grant this Lease pursuant to the requirements of the *Local Government Act 2020* (Vic).



3. Duration of the Lease

3.1 Term

This Lease is for the Term starting on the Commencement Date.

3.2 Option for a Further Term

The Council will agree to the Lease being extended for the Further Term if the Tenant:

- 3.2.1 gives the Council written notice in a form similar to the relevant letter in Annexure D asking to exercise the option to extend the term of the Lease, provided such notice is given not earlier than 6 months nor later than 3 months before the end of the Term (the first and last dates for exercising the option for the Further Term are specified in Item 8);
- 3.2.2 has remedied any breach of this Lease of which the Tenant has received written notice from the Council;
- 3.2.3 has not persistently defaulted under this Lease where the Council has given written notice of the defaults; and
- 3.2.4 complies with all reasonable requirements of the Council.

3.3 Process to exercise an option for a Further Term

The process to exercise an option for a Further Term once Council has received the written request from the Tenant's pursuant to clause 3.2.1 above is –

- 3.3.1 Council will advise the Tenant in writing whether Council agrees to the option for the Further Term being exercised⁴;
- 3.3.2 If Council agrees to the option being exercised, then Council will send the Tenant an exercise of option agreement in a form similar to the relevant letter in Annexure D; and
- 3.3.3 The Tenant must then execute the exercise of option agreement and return it to the Council within 28 days of receipt failing which the option lapses at Council's discretion. If an option for a Further Term lapses, then Council will confirm same to the Tenant in writing⁵.

3.4 Commencement and terms of the Further Term

Where an option for a Further Term has been exercised then the Further Term will commence on the day after the initial Term ends and operates on the same terms and conditions as the initial Term save that

- 3.4.1 there will be with no option for a Further Term where the last option for a Further Term has been exercised; and
- 3.4.2 the Rent for the Further Term will be the Rent stated in Item 10.

⁴ If the Tenant has complied with the four requirements of clause 3.2 then Council is required to agree to the option being exercised. The option is the Tenant's, not Council's.

⁵ This signed letter of agreement is the formal documentation confirming the lease has been extended for the Further Term. It should be added to both parties' copy of the Lease. Council does not execute a new lease when an option is exercised.



3.5 Overholding

If the Tenant continues in occupation of the Premises after the end of the Term, without objection by the Council:

- 3.5.1 the Tenant occupies the Premises subject to the same terms and conditions contained in this Lease;
- 3.5.2 the Council or the Tenant may end this Lease during any period of overholding by giving 30 days written notice to the other party expiring at any time; and
- 3.5.3 the Council may increase the Rent and the amount of any Security Deposit by giving the Tenant one month's written notice and those increases will apply from the end of the notice, even where the Tenant has already paid Rent further in advance.

4. Payment of Rent

The Tenant must pay the Rent to the Council in the manner specified by the Council in Item 9.

5. Rent for any Further Term

The Rent for any Further Term will be set for each year of the Further Term by Council prior to the Further Term commencing. The Rent will be determined by the application of any relevant policy adopted by Council or by reference to the historical and expected future movement in the CPI rounded up or down to the nearest \$50 or \$100 as Council reasonably determines.

6. Outgoings

6.1 Rates and Taxes

Subject to clause 6.2, the Tenant must pay to the Council, or the relevant authority 100% of the following:

- 6.1.1 water rates and charges, including water usage charges;
- 6.1.2 sewerage and drainage rates and charges;
- 6.1.3 essential safety measures (if applicable);
- 6.1.4 land tax (assessed on a single holding basis) (if applicable); and
- 6.1.5 all other rates, taxes, charges and levies assessed in connection with the Premises save that the Tenant will not be required to pay for the waste collection services set out in clause 18.7 that Council will provide.



6.2 Proportion of Rates and Taxes

If any Rates and Taxes are not separately assessed in connection with the Premises, the Tenant must pay to the Council within 30 days of demand the proportion of the Rates and Taxes that the area of the Premises bears to the total Lettable Area assessed.

6.3 Receipt for Payment

The Tenant must provide to the Council receipts for any Rates and Taxes paid by the Tenant within 30 days of request by the Council.

7. Other expenses

7.1 Services

The Tenant must, by the due date specified on the demand, pay for all Services in connection with the Premises, and where any Service is not separately metered, the Tenant must pay for a reasonable proportion of those Services as determined by Council, acting reasonably.

7.2 Costs and Duty

The Tenant must pay to the Council within 30 days of demand:

- 7.2.1 Council's reasonable costs of preparing, negotiating and finalising this Lease;
- 7.2.2 the stamp duty payable on this Lease (including penalties and fees) (if any);
- 7.2.3 the Council's reasonable costs in considering the granting of any consent or approval under this Lease (regardless of whether the Council actually gives such consent or approval);
- 7.2.4 the Council's architects or contractor's fees payable pursuant to clause 11.3;
- 7.2.5 the Council's costs (including charges on a solicitor-own client basis) incurred as a result of a breach of this Lease by the Tenant; and
- 7.2.6 the Council's reasonable costs in the exercise or attempted exercise by the Council of any right or remedy against the Tenant.

8. GST

8.1 Definitions

In this clause:

- 8.1.1 words and expressions that are not defined in this Lease, but which have a defined meaning in the GST Law have the same meaning as in the GST Law;
- 8.1.2 GST Law has the meaning given to that term in the A New Tax System (*Goods and Services Tax*) Act 1999.



8.2 GST Exclusive

Except as otherwise provided by this clause, all consideration payable under this Lease in relation to any supply is exclusive of GST.

8.3 Increase in Consideration

If GST is payable in respect of any supply made by a supplier under this Lease (**GST Amount**), the recipient will pay to the supplier an amount equal to the GST payable on the supply.

8.4 Payment of GST

Subject to clause 8.3 the recipient will pay the GST Amount at the same time and in the same manner as the consideration for the supply is to be provided under this Lease.

8.5 Tax Invoice

The supplier must provide a tax invoice to the recipient before the supplier will be entitled to payment of the GST Amount under clause 8.4.

8.6 Reimbursements

If this Lease requires a party to reimburse an expense or outgoing of another party, the amount to be paid or reimbursed by the first party will be the sum of:

8.6.1 the amount of the expense or outgoing less any input tax credits in respect of the expense or outgoing to which the other party is entitled; and

8.6.2 if the payment or reimbursement is subject to GST, an amount equal to that GST.

8.7 Adjustment events

If an adjustment event occurs in relation to a taxable supply under this Lease:

8.7.1. the supplier must provide an adjustment note to the recipient within 7 days of becoming aware of the adjustment; and

8.7.2. any payment necessary to give effect to the adjustment must be made within 7 days after the date of receipt of the adjustment note.

9. Security Deposit

9.1 Council's Right to Use Security Deposit

The Council may call up payment of the Security Deposit required by clause 9.2 if the Tenant does not comply with any of its obligations under this Lease.

9.2 Delivery of Security Deposit

The Tenant must:

9.1.2 pay to the Council the Security Deposit by way of bank cheque together with the Tenant's tax file number on or before the Commencement Date; or



9.1.3 if the Council requires, deliver to the Council a bank guarantee for an amount equal to the Security Deposit (the bank guarantee must be on terms acceptable to the Council acting reasonably) on or before the Commencement Date; and

9.1.4 pay any additional amount towards the Security Deposit within 14 days of demand to maintain the Security Deposit at the required level.

9.3 Tenant to replace Security Deposit

The Tenant must, within 14 days of demand, replace any amount of the Security Deposit used by the Council (including providing a replacement or additional bank guarantee).

9.4 Return of Security Deposit

The Council must, if the Tenant has complied with all of its obligations under this Lease, return the Security Deposit to the Tenant within 60 days of the end of this Lease.

9.5 Sale of the Land

The Tenant must provide the Security Deposit to any future owner of the Land if this Lease continues beyond the sale of the Land.

10. Payment requirements

10.1 No Deduction or Right of Set-off

The Tenant must pay all amounts due under this Lease to the Council (including the Rent and Rates and Taxes) without deduction or right of set-off.

10.2 Interest on Late Payments

The Tenant must pay to the Council on demand interest at the rate per annum equal to the current rate fixed under section 2 of the *Penalty Interest Rates Act 1983* (Vic) on any money payable by the Tenant under this Lease and remaining unpaid after the due date. Interest will be computed from the date on which such payment became due.

10.3 Payment after Termination

The Tenant must:

10.3.1 make all payments due under this Lease; and

10.3.2 provide all information to the Council under this Lease to calculate any such payments,

even if this Lease has ended.

10.4 Method of payment

The Tenant must make all payments under this Lease in such manner as the Council reasonably requires, which may include by electronic funds transfer or direct debit.



11. Repairs, Refurbishment and Alterations

11.1 Repairs and Maintenance

11.1.1 The Tenant must maintain⁶ and repair the Premises in accordance with Maintenance Schedule, published on Council's internet website. For the sake of certainty, the Tenant's obligations as set out in the Maintenance Schedule from time to time form part of its obligations under this Lease.

11.1.2 Without limiting clause 11.1.1, the Tenant must:

- (a) keep the Premises and the Tenant's Property clean and free from rubbish, store all rubbish in proper containers and have it regularly removed;
- (b) keep the Premises in the same condition as it was in at the date the Tenant first entered occupation of the Premises (fair wear and tear excepted);
- (c) pay to Council any costs incurred by Council in maintaining, repairing or replacing items in the Premises that are damaged, worn or destroyed with items of at least the same quality which are:
 - (i) the Tenant's responsibility under the Maintenance Schedule; or
 - (ii) not listed on the Maintenance Schedule,

and which are not maintained, repaired or replaced by the Tenant as required under this Lease⁷;

- (d) make good any damage caused to any adjacent property by the Tenant;
- (e) take all reasonable measures to ensure that any fair wear and tear to the Premises does not cause any loss or damage to the Premises or to any person;
- (f) give the Council prompt written notice of any material damage to the Premises or anything likely to be a risk to the Premises or any person or property in or near the Premises; and
- (g) comply with the procedures for maintenance and repairs set out in Council's Community Facilities Occupancy Policy (provided a copy is given to the Tenant) to the extent that Policy is not inconsistent with this Lease.

11.2 Electrical Equipment

The Tenant must ensure that all electrical equipment and appliances are inspected, tested and tagged in accordance with, and as often as required by, the standards contained in the Standard Inspection and Testing AS/NZS 3760.

⁶ Maintenance includes the regular servicing of specific items such as air conditioners, heaters, dishwashers and the like.

⁷ As the failure to repair or replace is a breach of this Lease then Council can immediately access the Tenant's Security Deposit, if there is one, rather than making demand for payment from the Tenant. Refer to clause 9.2.

**11.3 Alterations to Premises**

The Tenant must ensure any alterations or works to the Premises, any services to the Premises or the Tenant's Property are carried out strictly in accordance with the process set out in Council's policy for alterations to premises under a community facilities lease published on Council's internet website⁸.

The Tenant is not required to seek the Council's consent to making any alterations to the display of the Tenant's property in the Premises.

11.4 Not Interfere with Services

The Tenant must not interfere, misuse or overload any services to the Premises, including electricity, gas and water.

11.5 Defacing Premises

The Tenant must not deface or damage the Premises (including drilling holes in the Premises) except where approved by the Council in accordance with clause 11.3.

11.6 Failure to Repair and Maintain

If the Tenant does not carry out any repairs, maintenance or other works required under this Lease within 14 days of receiving written notice from the Council to do so, then the Council may enter the Premises to carry out such repairs, maintenance and works at any reasonable time after giving the Tenant further reasonable notice. The cost of all such repairs, maintenance and works must be paid by the Tenant to the Council on demand⁹.

11.7 Repairs to Council's Fixtures

The Tenant must reimburse the Council for the cost of any repairs to the Council's Fixtures within 14 days of demand¹⁰.

12. Insurance¹¹**12.1 Public Liability and Glass Insurance**

12.1.1 The Tenant must throughout this Lease maintain insurance, in the name of the Tenant and with Council named as an interested party for:

- (a) public liability for the amount of \$20 million for each single event (or such greater sum as reasonably required by the Council); and
- (b) any windows and any other glass in the Premises for their full replacement value

⁸ Subject to Council complying with the requirements of clause 24.10 which require notice to the Tenant and an explanation of any changes made compared to the preceding version. A policy titled 'Process for a tenant carrying out any alterations or works to the Premises' was published in 2013.

⁹ As the failure to repair or maintain is a breach of this Lease then Council can immediately access the Tenant's Security Deposit, if there is one, rather than making demand for payment from the Tenant. Refer to clause 9.2.

¹⁰ A failure to reimburse entitles Council to access the Tenant's Security Deposit, if there is one. Refer to clause 9.2.

¹¹ Insurance of Council buildings and improvements (e.g. tennis courts, baseball fields, soccer fields etc) and Council's fixtures (generally anything fixed to the building or improvement) are Council's responsibility. Tenants are not required to insure these.



- 12.1.2 The Tenant acknowledges that the insurance set out in clause 12.1.1(a) must extend to the whole of the Premises and all activities of the Tenant including the activities of any volunteers and invitees of the Tenant.

12.2 Tenant's Property

The Tenant must insure the Tenant's Property for loss and damage from risks including fire and water damage for its full replacement value.

12.3 Payment and Production of Policies

The Tenant must pay all insurance premiums on or before the due date for payment and produce to the Council copies of the certificate of currency at any time on reasonable request.

12.4 Not Invalidate Policies

The Tenant must:

- 12.4.1 not do anything which may make any insurance effected by the Council or the Tenant invalid, capable of being cancelled (by the insurer) or rendered ineffective, or which may increase any insurance premium payable by the Council; and
- 12.4.2 pay any increase in any insurance premium payable by the Council where such increase has been caused by the Tenant's act, default or use of the Premises.

12.5 Requirements by Insurer

The Tenant must comply with all reasonable requirements of the Council's insurer in connection with the Premises.

12.6 Other Insurance

The Tenant must, at its cost, effect and maintain workers' compensation insurance for its employees, to the reasonable satisfaction of Council.

13. Release, Indemnity, Compensation and Liability

13.1 Release

The Tenant uses and occupies the Premises at its own risk and releases the Council from all claims resulting from any damage, loss, death or injury in connection with the Premises except to the extent that such claims arise out of the Council's negligence.

13.2 Indemnity

The Tenant must indemnify and hold harmless the Council against all claims resulting from any damage, loss, death or injury in connection with the Premises and the use and occupation of the Premises by the Tenant. The Tenant's liability to indemnify the Council will be reduced proportionally to the extent that the Council's negligence contributed to the loss or liability.



13.3 No Compensation

The Council is not liable to the Tenant for any loss or damage incurred by the Tenant due to:

- 13.3.1 any damage to the Premises;
- 13.3.2 the failure of the Council's Fixtures or any plant and equipment (including air conditioning and water or other heaters) to operate properly;
- 13.3.3 the interruption or damage to any services (including electricity, gas or water) to the Premises; and
- 13.3.4 the overflow or leakage of water in the Premises.

13.4 No Liability

The Tenant acknowledges and agrees that the Council will not be liable to the Tenant under this Lease (including but not limited to a breach of the covenant of quiet enjoyment or a derogation of the grant of this Lease) for any acts or omissions of the Council undertaken in any capacity including (but not limited to) in exercising any powers under the *Local Government Act 2020* (Vic) or the *Planning and Environment Act 1987* (Vic) except nothing in this clause releases Council from any obligations it owes to the Tenant under this Lease in its capacity as the owner of the Premises.

14. Community Use

14.1 Permitted Use

- 14.1.1 The Tenant must use the Premises for the Community Use and not use the Premises for any other purpose, with the intention being that the Tenant will maximise community use of the Premises within the **Community Use**.
- 14.1.2 If there are times where the Tenant is not using all or part of the Premises for the Community Use, then subject to clause 16 and Special Condition 2, Council may permit the Tenant to make the Premises or part thereof available for use or hire by other organisations, community groups or individuals in the wider Maroondah community ("the Hirer") who shall use the Premises in a manner that reflects the best fit with the Community Use, the needs of the intended Hirer and the other terms of this Lease.

14.2 No Warranty

The Tenant:

- 14.2.1 acknowledges that the Council does not represent that the Premises are suitable for the Community Use; and
- 14.2.2 must make its own enquiries as to the suitability of the Premises for the Community Use.

14.3 Illegal Purpose

The Tenant must not use the Premises for any illegal purpose or carry on a noxious or offensive activity on the Premises.



14.4 Hours of Use

The Tenant:

- 14.4.1 must only use the Premises during the Hours of Use set out in Item 13;
- 14.4.2 may use the Premises outside the Hours of Use if the Tenant complies with all laws and first obtains:
 - (a) the written consent¹² of the Council; and
 - (b) any permits and consents required for such use at the Tenant's cost and provides copies of any such permits or consents to the Council upon request; and
 - (c) pays any additional costs incurred by Council in allowing the Premises to be used outside of the Hours of Use.

15. Other obligations concerning the Premises

15.1 Compliance with Laws

The Tenant must comply with all laws and any requirements of any authority in connection with the Premises and the Tenant's use and occupation of the Premises including but not limited to, any requirements of the *Equal Opportunity Act 2010* (Vic), *Occupational Health and Safety Act 2004* (Vic), *Accident Compensation Act 1985* (Vic), *Workplace Injury Rehabilitation and Compensation Act 2013* (Vic), *Worker Screening Act 2020* (Vic) and the *Workers Compensation Act 1958* (Vic) if applicable, except the Tenant will not be required to carry out any structural works unless the need for such works arises from:

- 15.1.1 the negligent act or omission of the Tenant;
- 15.1.2 the failure by the Tenant to comply with its obligations under this Lease; or
- 15.1.3 the Tenant's use of the Premises.

15.2 Licences and Permits

The Tenant must maintain all licences and permits required for the Tenant's use of the Premises and obtain the prior written consent¹³ of the Council before varying any licence or permit or applying for any new licence or permit.

15.3 Nuisance

The Tenant must not do anything in connection with the Premises which may:

- 15.3.1 cause a nuisance or interfere with any other person; or
- 15.3.2 be dangerous or offensive in the Council's reasonable opinion.

¹² Clause 23.8 provides how Council can exercise this consent right.

¹³ Clause 23.8 provides how Council can exercise this consent right.



15.4 Security

The Tenant must:

- 15.4.1 keep the Premises secure at all times when the Premises are not being used by the Tenant;
- 15.4.2 comply with any building security policy or procedure, key policy or procedure or similar policy or procedure published by Council on its internet website¹⁴;
- 15.4.3 not have additional keys cut or install any security system without the prior written consent¹⁵ of Council. The Tenant acknowledges that the Council may (in granting such consent) require the Tenant to provide Council with any access codes, cards or key servicing the Premises. If the Tenant fails to comply with any such condition Council may remove or temporarily or permanently disable the security system servicing the Premises at the Tenant's cost;
- 15.4.4 be able, at all times, to identify the person in possession of any key issued to the Tenant by Council. If the Tenant is not able to identify such persons to Council's reasonable satisfaction then, in addition to any other rights or remedies under this Lease, Council reserves the right to change the locks and re-key the Premises and issue new keys, the costs of which becomes a debt due and payable to Council by the Tenant upon the written demand of Council;
- 15.4.5 pay the cost of all security attendance at the Premises unless a police report is produced, or panel fault is identified;
- 15.4.6 ensure all alarm codes are kept secure and that all alarms are in good working order¹⁶ and are properly de-armed during the Tenant's use of the Premises and re-armed after the Tenant's use of the Premises. If any Council officer, contractor or an emergency service, including, but not limited to a fire brigade, attends the Premises in response to an alarm that is triggered other than in an emergency situation, then the Tenant will be responsible for paying directly or reimbursing Council in respect of any cost or payment that must be made to the Council officer, contractor and/or emergency service as a result.

15.5 Signs

The Tenant must seek the prior written consent¹⁷ of the Council before displaying or affixing any signs, advertisements or notices to any part of the Premises where such signs, advertisements or notices are visible from outside the Premises.

15.6 No Smoking

The Tenant must:

- 15.6.1 not permit any smoking in the Premises; and
- 15.6.2 display 'no smoking' signs in the Premises if requested by the Council.

¹⁴ Subject to Council complying with the requirements of clause 24.10 which require notice to the Tenant and an explanation of any changes made compared to the preceding version. A policy titled 'Maroondah Key Policy 2012' was published in 2013.

¹⁵ Clause 23.8 provides how Council can exercise this consent right.

¹⁶ Council, at its cost, will undertake regular inspection and maintenance of Council provided security systems. If there is any fault in a security system, the Tenant is to promptly inform Council so an inspection can be undertaken.

¹⁷ Clause 23.8 provides how Council can exercise this consent right.

**15.7 Reputation**

The Tenant shall not, and shall ensure that its employees, agents, volunteers, participants and any other people representing the Tenant (other than mere attendees) shall not, do anything which brings, or would be likely to bring, either the Council or the Tenant into disrepute, harm the reputation or interests of the Council or which could reasonably be expected to lead to unwanted or unfavourable publicity to the Council.

15.8 Vacation of Premises

The Tenant must not leave the Premises vacant for more than 45 continuous days without the prior written consent¹⁸ of Council.

15.9 Emergency Procedures

The Tenant must:

- 15.9.1 keep a fully stocked first aid kit at the Premises and replenish it when required;
- 15.9.2 establish and display an emergency evacuation plan, and test the utility of any such evacuation plan, at regular intervals during each year of the Term; and
- 15.9.3 only use emergency equipment at the Premises for genuine emergencies and must promptly inform Council if emergency equipment is utilised by the Tenant and the reasons for such utilisation. If Council is of the view that the emergency equipment has been properly and reasonably used, then Council will replenish the emergency equipment at Council's cost. However, if Council is not satisfied that the emergency equipment has been properly and reasonably used for an emergency, then the Tenant will be responsible for replenishing the emergency equipment at the Tenant's cost.

15.10 Heavy Objects and Flammable Substances

The Tenant must not:

- 15.10.1 store any flammable or explosive substances in the Premises unless they are required for the Community Use; or
- 15.10.2 store any unreasonably heavy objects in the Premises or store anything likely to damage the Premises.

Where flammable or explosive substances are stored in the Premises not in breach of this Lease, then the Tenant must give Council written notice of same including details of the substances, their volume, storage container and location.¹⁹

15.11 Television and Radio

The Tenant must not install any televisions, radios, music systems or other equipment in the Premises which can be heard outside the Premises without obtaining the prior written consent²⁰ of the Council.

¹⁸ Clause 23.8 provides how Council can exercise this consent right.

¹⁹ This notification enables Council to determine whether additional safety measures, such as emergency services warning signs, are required for the Premises. If there are any questions or concerns about chemicals in the Premises, then Tenants are encouraged to contact Council so Council's corporate occupational health and safety adviser can review the circumstances and situation.

²⁰ Clause 23.8 provides how Council can exercise this consent right.



15.12 Endanger Premises

The Tenant must not do or permit anything to be done in connection with the Premises which in the opinion of the Council may endanger the Premises or be a risk to any person or property.

15.13 Tenant's Employees

The Tenant must use all reasonable endeavours to ensure that the Tenant's employees, agents, contractors and invitees observe and comply with the Tenant's obligations under this Lease, where appropriate.

15.14 Animals

The Tenant must not allow any animals other than assistance dogs to enter the Premises, unless the animals are required for or part of the Community Use of the Premises.

15.15 Auction Sales

The Tenant must not conduct or allow to be conducted any auctions, garage sales, car boot sales, fetes or similar activities without the prior written consent²¹ of Council.

15.16 Liquor Licence

The Tenant must:

- 15.16.1 seek the prior written consent²² of the Council before applying for any licence or permit under the *Liquor Control Reform Act 1998* (Vic) ("Licence or Permit"), or applying for any variation, removal, transfer, surrender or release of the licence or permit or nominating any person to be a licensee or permittee;
- 15.16.2 produce the Licence or Permit to the Council for inspection upon demand;
- 15.16.3 comply with any conditions of the Licence or Permit imposed by the Council;
- 15.16.4 comply with all conditions of the Licence or Permit and all laws relating to the Licence or Permit;
- 15.16.5 not allow the Licence or Permit to be cancelled or suspended;
- 15.16.6 renew the Licence or Permit and notify the Council in writing within 14 days of the renewal;
- 15.16.7 promptly notify the Council in writing if the Licence or Permit is cancelled or suspended or if the Tenant receives any notice, summons or fine in relation to the Licence or Permit;
- 15.16.8 indemnify the Council for any damages or costs incurred in relation to the Licence or Permit or a breach of this clause by the Tenant; and
- 15.16.9 surrender the Licence or Permit within 21 days of receiving a written notice from the Council, which the Council may give to the Tenant if the Tenant's use of the Premises is causing or likely to cause a nuisance to local residents.

²¹ Clause 23.8 provides how Council can exercise this consent right.

²² Clause 23.8 provides how Council can exercise this consent right.



15.17 Gambling

- 15.17.1 The Tenant must not conduct any form of gambling on or associated with the Premises, whether such gambling requires a permit or licence or not, without the prior written consent²³ of Council.
- 15.17.2 The Tenant must not apply for a licence or permit pursuant to the *Gambling Regulation Act 2003* (Vic) (GRA) without the prior written consent of Council.
- 15.17.3 The Tenant must provide a copy of any licence or permit issued pursuant to the GRA to Council.

15.18 Tenant Membership

The Tenant will:

- 15.18.1 permit residents and ratepayers of the municipality of Maroondah to become members of the Tenant upon satisfying the Tenant's reasonable requirements for membership;
- 15.18.2 upon demand, inform the Council of the overall number of members of the Tenant and the number of Maroondah residents that are members of the Tenant; and
- 15.18.3 within 7 days of demand, provide the Council with access to all necessary documents to enable the Council to verify the membership of the Tenant. For the sake of clarity, Council will not copy or record the personal details of any member of the Tenant during any verification inspection.

15.19 Tenant Reporting Obligations

The Tenant must give Council by no later than the last day of February each year the following reports for the just completed (preceding) Financial Year:

- 15.19.1 an audited financial report or review (as per the requirements of the *Associations Incorporation Reform Act 2012* (Vic)) including a statement of assets and liabilities and profit and loss statement for the Tenant; or
- 15.19.2 if an audited report is not legislatively required, then a copy of the AGM Report together with any additional information requested by Council from time to time; and
- 15.19.3 a written report in a format similar to the template report for Tenants that Council makes available on its internet website²⁴ and, as a minimum, detailing:
 - (a) If not comprised within the AGM report, the activities conducted by the Tenant during the preceding year and, where applicable, a list of the groups which have used the Premises;
 - (b) the elected office bearers of the Tenant for the next year;
 - (c) if requested in writing by Council, any significant or cyclical maintenance of the Premises undertaken by the Tenant in accordance with the Maintenance Schedule or otherwise;

²³ Clause 23.8 provides how Council can exercise this consent right.

²⁴ Subject to Council complying with the requirements of clause 24.10 which require notice to the Tenant and an explanation of any changes made compared to the preceding version



- (d) a current list of each person who holds a key to the Premises including a reference to the key number (if any) allocated to the key by Council;
- (e) If requested in writing by Council, annual reports of all OH&S incidents (including near misses and those causing injury) arising on, in or near the Premises or in connection with the Tenant's use of the Premises;
- (f) a copy of the Tenant's Child Safe policy and record of all employees, contractors and volunteers;
- (g) copies of current permits and licences required for the conduct of the Tenant's business from the Premises; and
- (h) copy Certificate of Currency of Insurance current as at the date of submitting the report;
- (i) if requested in writing by Council, a report on the current number of active members of the Tenant and how many of the active members live within the municipality of Maroondah.

15.19.4 Notwithstanding clause 15.19.3(e), the Tenant shall report to Council all OH&S incidents (including near misses and those causing injury) arising on, in or near the Premises or in connection with the Tenant's use of the Premises immediately such incident occurs.

15.20 Working with Children Checks and Child Safety

- 15.20.1 The Tenant shall do all such acts and things as may be required to comply with the WS Act. In particular, the Tenant must at all times maintain an up to date Child Safe Policy and ensure compliance by itself and all current and prospective employees, contractors, volunteers and participants, who are or shall be engaged in activities where children would be expected to be present. Participants refers to training, playing, assisting, mentoring, coaching or other work (excluding incidental or occasional contact with children), whether paid or volunteer; but does not include barrack or attend.
- 15.20.2 The Tenant agrees that it shall maintain an up to date register of WWC Checks for all employees, contractors and volunteers and shall, in addition to its reporting obligations in clause 15.19, submit a copy of the register to Council at any time upon reasonable request.
- 15.20.3 The Tenant warrants that it shall implement and maintain at all times the Child Safe Standards as prescribed in the National Principles for Child Safe Organisations (if applicable).²⁵
- 15.20.4 This clause does not apply if the Tenant's activities do not include children as participants, spectators or bystanders.

15.21 Determination Warranty and Obligations

- 15.21.1 The Tenant acknowledges that the Council has entered into this Lease on the basis that the Tenant warrants that:
 - (a) the Tenant is a body corporate that exists for the purposes of providing community or similar facilities or promoting community objectives and that it

²⁵ The Child Safe standards can be found on the <https://ccyp.vic.gov.au/child-safe-standards/> website.



applies its profits in promoting its objects and prohibits payment of any dividend or amount to its members; and

- (b) accordingly, pursuant to the Determination, the *Retail Leases Act 2003* (Vic) does not apply to this Lease.

15.21.2 The Tenant warrants that its constitution or rules of association prohibit payment of any dividend, benefit or other amount to its members.

15.21.3 The Tenant agrees and acknowledges that during the Term and any further term:

- (a) it must apply any profits that it receives in promoting its objects;
- (b) it must not amend its rules or its constitution without the prior written consent²⁶ of Council; and
- (c) it must provide a copy of its constitution or rules to Council within 7 days of the Commencement Date and otherwise upon demand by Council.

15.22 Tax Exempt

The Tenant must not undertake any activity or permit anything to be done which may cause it to cease being exempt from Commonwealth income tax under the *Income Tax Assessment Act 1997* (Cth). Dealing with Interest in the Premises

16. Dealing with Interest in the Premises

16.1 No Parting with Possession

- 16.1.1 Subject to clause 14, the Tenant must not give up possession of the Premises including assigning this Lease, subleasing the Premises or granting to any person a licence in respect of the Premises, without the prior written consent²⁷ of Council.
- 16.1.2 For the sake of certainty, having regard to the positive obligation of the Tenant to maximise community use of the Premises under clause 14.1, Council permits the temporary hiring of the Premises on a regular or casual basis pursuant to Special Condition1 of this Lease.

16.2 Change in Shareholding

If the Tenant is a corporation (other than a corporation listed on any stock exchange in Australia) a change in the control of the corporation as such control existed at the Commencement Date (whether occurring at the one time or through a series or succession of issues or transfers) or a change in the holding of more than one-half of the issued share capital, either beneficially or otherwise, will be deemed to be a novation or assignment of this Lease. Before any such novation or assignment of this Lease can be

²⁶ Clause 23.8 provides how Council can exercise this consent right.

²⁷ Clause 23.8 provides how Council can exercise this consent right.



effective and binding upon the Council the Tenant must seek the Council's prior written consent²⁸.

16.3 Mortgage of Lease

The Tenant must not create any security over this Lease or the Tenant's Property.

17. Tenant's obligations at the end of this Lease

17.1 Tenant's Obligations

At the end of this Lease, the Tenant must:

- 17.1.1 vacate the Premises and give the Premises back to the Council in a condition consistent with the Tenant having complied with its obligations under this Lease;
- 17.1.2 remove the Tenant's Property (including all signs and lettering) and reinstate the Premises in the condition the Premises were in prior to the installation of the Tenant's Property including making good any damage caused by the removal of the Tenant's Property; and
- 17.1.3 give to the Council all keys and other security devices for the purposes of obtaining access to and securing the Premises.

17.2 Tenant's Property Left in Premises

Anything left in the Premises after 7 days of the end of this Lease will be deemed to be abandoned by the Tenant and will become the property of the Council and may be kept or removed or disposed of (including being sold by private sale) by the Council at the Tenant's cost and at the Tenant's risk.

18. Council's rights and obligations

18.1 Quiet Enjoyment

As long as the Tenant does not breach this Lease, the Council must not interfere with the Tenant's use and occupation of the Premises except as provided by this Lease.

18.2 Alterations to the Premises

The Council may carry out any works, alterations, renovation or refurbishment of the Premises which may include extending or reducing any buildings on the Premises at any reasonable time after giving the Tenant reasonable notice of any work proposed pursuant to this clause.

18.3 Dealing with the Land

The Council may:

²⁸ Clause 23.8 provides how Council can exercise this consent right.



- 18.3.1 subdivide the Land or grant easements or other rights over the Land or the Premises except where it will unreasonably interfere with the Tenant's use and occupation of the Premises;
- 18.3.2 install, repair and replace pipes, cables and conduits in the Premises; and
- 18.3.3 use the roof and external walls of the Premises for any purposes the Council determines.

18.4 Entry by Council

The Council may enter the Premises at any reasonable time after giving the Tenant reasonable notice to:

- 18.4.1 inspect the condition of the Premises;
- 18.4.2 rectify any default by the Tenant under this Lease;
- 18.4.3 carry out any inspection, repairs, maintenance, works or alterations in the Premises which the Council decides to or is required to carry out by any law or authority.

For the purposes of this clause, where the Tenant has previously lodged a maintenance request and Council is entering the Premises to action that request, then prior notice of entry from Council to the Tenant is not required.

The Council must use all reasonable endeavours to cause as little disruption as possible to the Tenant's use of the Premises in exercising the Council's rights under this clause.

18.5 Emergency Entry, Municipal Emergencies and Disasters

- 18.5.1 The Council may enter the Premises at any time without giving notice to the Tenant in an emergency.
- 18.5.2 If the Council's Municipal Emergency Management Plan or Business Continuity Plan (or equivalent plans however titled) is activated then, notwithstanding any other provision of this Lease, Council reserves the right to enter and assume control of part or all of the Premises for emergency management or business continuity purposes for as long as is reasonably needed.
- 18.5.3 If Council assumes control of the Premises pursuant to clause 18.5.2 then Council must:
 - (a) use reasonable efforts to secure and protect the Tenant's Property, including data and confidential/personal information;
 - (b) return the Premises to the Tenant in the same condition that the Premises were in when Council assumed control of the Premises;
 - (c) acting in good faith, pay a reasonable proportion of any Rates and Taxes or Services assessed to the Premises during the period of the Council's occupation of the Premises; and
 - (d) reduce the Rent on a proportionate basis during the Council's occupation of the Premises.



- 18.5.4 The Tenant acknowledges and agrees that under no circumstance will the Tenant hinder the Council's use of the Premises or the Council's ability to respond to or deal with a municipal emergency or business continuity situation.

18.6 Reletting and Sale

The Council may:

- 18.6.1 once the Tenant has indicated that they will not exercise the option for a further term, affix a 'For Lease' sign on the Premises and show the Premises to intending tenants at any reasonable time upon reasonable notice to the Tenant during the 6 months prior to the end of the Term (except where the Tenant has validly exercised an option for a Further Term); and
- 18.6.2 affix a 'For Sale' sign on the Premises and show the Premises to intending purchasers of the Premises at any reasonable time upon reasonable notice to the Tenant during the Term.

Any sign erected by the Council must not unreasonably interfere with the Tenant's use and occupation of the Premises.

18.7 Waste services

Council will provide, without charge to the Tenant, two (2) two hundred and forty (240) litre waste bins and two (2) two hundred and forty (240) litre recyclables bins for the use of the Tenant in accordance with Council's waste collection practices current at the time. Any additional waste collection services that Council agrees to provide will be provided at the Tenant's cost.

19. Termination of Lease

19.1 Re-entry

The Council may re-enter the Premises and terminate this Lease if:

- 19.1.1 any part of the Rent is in arrears for 30 days (whether or not the Council has demanded payment);
- 19.1.2 the Tenant breaches this Lease and does not remedy the breach within 14 days of receipt of written notice from the Council; or
- 19.1.3 any funding or service agreement between Council and the Tenant ends.

19.2 Damages following Determination

If this Lease is terminated by the Council, the Tenant agrees to compensate the Council for any loss or damage the Council suffers arising in connection with the Tenant's breach of this Lease including the loss of the benefit of the Tenant performing its obligations under this Lease up to the expiration of the Term.

**19.3 Essential Terms**

The essential terms of this Lease are clauses 3, 4, 6.1, 7, 8, 9, 11.1, 11.3, 11.7, 12, 14.1, 15.1, 15.7, 15.15, 15.16, 15.17, 15.18, 15.19, 15.20, 16.1, 18.5 and any special condition that is expressed to be an essential term of this Lease. The breach of an essential term is a repudiation of this Lease.

19.4 No Deemed Termination

If the Tenant vacates the Premises, the Council will not be deemed to have terminated this Lease merely by the acceptance of keys from the Tenant, entry into the Premises for any purpose, or the showing of the Premises to prospective tenants or purchasers. This Lease will be deemed to continue until such time as the Council gives notice to the Tenant terminating this Lease, or otherwise agrees with the Tenant that this Lease is terminated.

20. Insolvency Event**20.1 If:**

- 20.1.1 the Tenant is insolvent or admits or is presumed to be so;
- 20.1.2 an application or order is made for the winding up or dissolution of the Tenant, or a resolution is passed, or any steps are taken to pass a resolution for a winding up or dissolution of the Tenant;
- 20.1.3 an administrator, provisional liquidator or person having a similar or analogous function under the laws of any relevant jurisdiction is appointed in respect of the Tenant, or any action is taken to appoint any such person and the action is not stayed, withdrawn or dismissed within fourteen days; or
- 20.1.4 the Tenant enters into, or takes any action to enter into, an arrangement (including a scheme of arrangement or deed of company arrangement), composition or compromise with, or an assignment for the benefit of, all or any class of its creditors or members or a moratorium involving any of them,
- 20.1.5 the Tenant is de-registered even if solvent; ASIC commences a strike-off application; or the Tenant ceases to have any directors

then an act of insolvency has occurred, and the Council may then terminate this Lease at any time by giving the Tenant 14 days written notice.

21. Destruction or Damage of Premises**21.1 Reduction in Rent**

If the Premises, or any part of the Premises, are destroyed or damaged to the extent that the Tenant cannot use or have access to the Premises (except if the Tenant causes or contributes to the destruction or damage, or the Council's insurer is not legally required to reinstate the Premises because the Tenant caused or contributed to the destruction or damage) then the Council will reduce the Rent and any outgoings by a reasonable amount depending upon the nature and extent of destruction or damage until the Tenant can use or have access to the Premises.



21.2 Reinstatement of Premises

If the Premises or any part of the Premises are destroyed or damaged, the Council may, within 6 months from the date of such damage or destruction, give notice to the Tenant:

- 21.2.1 terminating this Lease, where the Council considers that the damage or destruction is such that repairing it is impracticable or undesirable; or
- 21.2.2 that the Council will commence reinstatement of the Premises to a condition where the Tenant can use or have access to the Premises.

The Council does not have to reinstate the Premises.

21.3 Tenant's Right of Termination

Where the Tenant has not caused or contributed to the damage or destruction of the Premises and the payment of the insurance for the Premises is not refused due to the act or default of the Tenant, the Tenant may give written notice to the Council terminating this Lease where the Council does not:

- 21.3.1 give notice to the Tenant pursuant to clause 21.2; or
- 21.3.2 commence reinstatement within 12 months of the date of damage or destruction.

Upon termination of this Lease, each party is released from all further obligations under this Lease except nothing in this clause releases either party from any breach of this Lease arising prior to the date of termination.

21.4 No Compensation

The Tenant acknowledges that if the Premises are destroyed or damaged, the Tenant is not entitled to receive any compensation from the Council. If however, the damage is at Council's fault then any insurance excess will be compensated.



22. Dispute Resolution

- 22.1** In the event of any dispute between the parties, each party agrees to mediate in good faith for the purpose of resolving the dispute.
- 22.2** In the event that any such dispute is unable to be resolved by mediation, the dispute shall be referred to arbitration before an arbitrator appointed by agreement between the parties or failing agreement an arbitrator nominated by the President for the time being of the Law Institute of Victoria. In any arbitration, each party shall be required to co-operate in the arbitration and do all such acts and things as may be necessary for the effective conduct of the arbitration proceedings.
- 22.3** Each party may be represented by a legal practitioner in the arbitration. The decision of the arbitrator shall be final and binding upon the parties.
- 22.4** Each party shall bear its own costs of any mediation or arbitration. The fees of any mediator or arbitrator shall be borne equally by the parties.
-

23. General

23.1 Notices

Any notice required to be served under this Lease must be in writing and must be served by post, email transmission, or hand delivered to:

- 23.1.1** the Tenant at its address or email address set out in this Lease, the Tenant's registered office address, the Premises, or the last known address or email address of the Tenant; and
- 23.1.2** the Council at its address set out in this Lease or any other address notified in writing to the Tenant by the Council.
- 23.1.3** notices sent by email need not be marked for the attention of a specific person. However, the email must state the first and last name of the sender. Notices sent by email are taken to be signed by the named sender and constitute a notice in writing for the purpose of this clause 23.1.

23.2 Time of Service

A notice or other communication is deemed served:

- 23.2.1** if served personally or left at the person's address, upon service;
- 23.2.2** if posted, 2 business days after posted;
- 23.2.3** if served by email:
- (a) when the sender receives an automated message confirming delivery; or
 - (b) 30 minutes after the time sent (as recorded on the device from which the sender sent the email) unless the sender receives an automated message that the email has not been delivered



whichever happens first; and

23.2.4 received after 6.00 pm in the place of receipt or on a day which is not a business day, at 9.00 am on the next business day.

23.3 Entire Understanding

This Lease contains the entire understanding between the parties as to the subject matter contained in it. All previous agreements, representations, warranties, explanations and commitments, expressed or implied, affecting this subject matter are superseded by this Lease and have no effect.

23.4 Variation of this Lease²⁹

This Lease may only be varied by agreement recorded in a written document headed 'Variation of Lease' or similar and signed or executed by both parties.

23.5 Waiver

If the Council accepts the Rent or any other monies under this Lease (before or after the end of this Lease) or does not exercise or delays exercising any of the Council's rights under this Lease, it will not be a waiver of the breach of this Lease by the Tenant or of the Council's rights under this Lease.

23.6 Special Conditions

This Lease is subject to the Special Conditions set out in section two of Annexure A. The Special Conditions override any inconsistent provisions in this Lease.

23.7 Standard terms

The twenty three (23) clauses contained in this Part Two constitute Council's standard terms for a community facilities lease. Changes to those clauses noted in section one of Annexure A are deemed to be made to the relevant clauses in this Lease.

23.8 Council's Consent

If Council's consent is required under this Lease, Council may withhold or give its consent in its absolute discretion and, if it gives its consent, it may give its consent subject to such conditions as, in its absolute discretion, it requires.

23.9 Relationship of parties

This Lease does not create any relationship between the parties other than as landlord and tenant in respect of the Lease of the Premises. The Tenant must not hold itself out or allow anyone associated with the Tenant to hold themselves out, as being an agent of Council or being in any other way entitled to make any contract or representation for or on behalf of Council or to bind Council to the performance, variation, release or discharge of any obligation.

²⁹ A renewal of this lease (by the exercise of an option, if any, to extend its term) is not a variation. Similarly, an exercise of an option is on the same terms and conditions. If the parties wish to change any terms and conditions when exercising an option then they must execute a formal variation (which can be done at the same time that the options is exercised).



24. Interpretation

24.1 Governing Law and Jurisdiction

This Lease is governed by and is to be construed in accordance with the laws of Victoria. Each party irrevocably and unconditionally submits to the non-exclusive jurisdiction of the courts of Victoria and waives any right to object to proceedings being brought in those courts.

24.2 Persons

In this Lease, a reference to a person includes a firm, partnership, association, corporation or other corporate body.

24.3 Joint and Several

If a party consists of more than 1 person, this Lease binds them jointly and each of them severally.

24.4 Legislation

In this Lease, a reference to a statute, determination, standard, guideline, policy or similar document includes regulations under the statute and any consolidations, amendments, re-enactments, replacements or updates of any of them.

24.5 Clauses and Headings

In this Lease:

- 24.5.1 a reference to a clause, Particulars or Annexure is a reference to a clause, Particulars or Annexure in or to this Lease; and
- 24.5.2 headings and sub-headings and footnotes are inserted for ease of reference only and do not affect the interpretation of this Lease.

24.6 Severance

In this Lease:

- 24.6.1 if a provision is held to be illegal, invalid, void, voidable or unenforceable, that provision must be read down to the extent necessary to ensure that it is not illegal, invalid, void, voidable or unenforceable; and
- 24.6.2 if it is not possible to read down a provision as required in this clause, that provision is severable without affecting the validity or enforceability of the remaining part of that provision or the other provisions in this Lease.

24.7 Number and Gender

In this Lease, a reference to:

- 24.7.1 the singular includes the plural and vice versa; and
- 24.7.2 a gender includes the other genders.



24.8 Exclusion of Statutory Provisions

The following statutory provisions are excluded from this Lease:

- 24.8.1 Section 144 of the *Property Law Act* 1958 (Vic); and
- 24.8.2 Division 7 of Part IV of the *Transfer of Land Act* 1958 (Vic).

24.9 No restriction of Council's powers, duties or discretions

Nothing in this Lease fetters or restricts the powers, duties or discretions of Council in the exercise of its statutory or other functions, powers, duties and authority.

24.10 Council documents relevant to this Lease published on Council's internet website

- 24.10.1 Where this Lease requires the Tenant to comply with a document, policy, procedure or form ("Documents") published on Council's internet website then Council must give written notice to the Tenant of the publishing of the Document and the Document's general intent and effect before the Tenant is bound by that Document.
- 24.10.2 If Council makes any changes to a Documents published pursuant to clause 24.10.1 then those changes only apply to the Tenant once the Tenant is given written notice (including by email) by Council of the change to the relevant Document and the intent and effect of any changes.
- 24.10.3 For clarity, it is not intended by Council that Documents published by Council pursuant to this clause 24.10 will impose additional financial burden on the Tenant or shift liabilities or responsibilities of Council under this Lease to the Tenant. The Documents are intended to be policy and procedural documents forming part of this Lease.

24.11 General

To the extent permitted by law, no rule of interpretation must be applied in the interpretation of this Lease to the disadvantage of one party on the basis that it prepared or put forward any document comprising part of this Lease.



Annexure A

Section One – Changes to Council’s standard community lease terms

The following standard clauses from Part Two of this Lease are amended as noted below:

Clause	How amended (changes tracked)	Final form of amendment (untracked)



Section Two - Special Conditions

1. Community Golf Group Access

- 1.1 The Council and the Tenant agree to allow reasonable regular access to other Maroondah based community golf groups to utilise the facility.
- 1.2 Reasonable access shall be determined based on factors such as the tenant's operational needs, the availability of the facility, and the number of community golf groups seeking access. The Tenant shall make reasonable efforts to accommodate the scheduling preferences of the community golf groups, taking into consideration the tenant's operational requirements.
- 1.3 The community golf groups shall provide reasonable prior notice to the tenant regarding their intention to access the facility. The tenant shall acknowledge receipt of the notice and confirm the availability of the facility during the requested access period.
- 1.4 The community golf groups shall utilise the facility in accordance with the Tenant's obligations under the lease and any applicable laws or regulations. The tenant shall have the right to impose reasonable restrictions on the use of the facility by the community golf groups to ensure that the Tenant's lease obligations are met.

2. Hire Agreement

- 2.1 For the purposes of this Special Condition:

Certification means a process of obtaining prior written certification from Council to enter into a Hire Agreement with third parties under the terms of the Lease.

Hire Agreement means a hire agreement between the Tenant and a third party to temporarily use the Premises on the terms and conditions set out in this Lease.

Hire Fee means the fee payable by the third party to the Tenant under the Hire Agreement for the use of the Premises.

Hirer means any third party user pursuant to a Hire Agreement.

- 2.2 The Tenant may only enter into a Hire Agreement if it has obtained prior Certification from Council and uses its best endeavours to ensure that any Hire Agreement complies with Council's Community Facilities Hire Policy as published on Council's website from time to time and using a form substantially the same or similar to Council's Community Facilities Hire Agreement.
- 2.3 The Council and the Tenant acknowledge and agree that the Hire Agreement may provide for the Tenant to charge a Hire Fee provided that the Tenant applies the Hire Fee towards maintaining the Premises or promoting its objects in accordance with clause 15.21 of this Lease.
- 2.4 The Tenant must not grant a Hire Agreement that grants any rights to a third party Hirer which exceeds the rights of the Tenant under this Lease. If there is any inconsistency between the rights and obligations of the parties to the Hire Agreement and the terms of the Lease, the provisions of this Lease prevail to the extent of any inconsistency.
- 2.5 The Council accepts no responsibility for any third party who enters into a Hire Agreement with the Tenant. The Tenant's Release and Indemnity as set out in clause 13 of the Lease is



specifically extended to any Hire Agreement pursuant to this clause. The Tenant acknowledges that it is solely liable for and responsible for:

- (a) the actions or omissions of the Hirer during the term of the Hire Agreement;
- (b) whether the Hirer and/or the purpose of the Hire Agreement is appropriate for the Premises, other users of the Premises (if any) and the surrounding residents

and that any breach of the terms of the Lease by a Hirer constitutes a breach of the Lease by the Tenant.

2.6 This Special Condition is an essential term of this Lease.



3. Relocation

3.1 Relocation

If the Council wants to redevelop the Land and/or the Premises, subdivide the Land, grant easements or other rights over the Land or carry out any works on the Land and/or the Premises, which the Council cannot adequately carry out due to the Tenant's occupation of the Premises under this Lease, the Council may give written notice to the Tenant:

- 3.1.1 requiring the Tenant to surrender this Lease by executing a deed of surrender in a form prepared by the Council (**Deed**) on a date being not earlier than 6 months after receipt of the notice by the Tenant; and
- 3.1.2 offering the Tenant a new lease of alternative premises on suitable land (**Alternative Premises**) which must, as far as practicable, be suitable for the Community Use.

The Council must also provide to the Tenant at the time of giving the Tenant the notice specified above, reasonable details of the Council's proposal for any redevelopment, works or other use determined by Council.

3.2 Terms of New Lease on the Land

The new lease of the Alternative Premises offered to the Tenant under Special Condition 5.1 must be on the same terms as this Lease except:

- 3.2.1 the term of the new lease will be equal to the remainder of the Term as at the date that this Lease is to be surrendered by the Tenant; and
- 3.2.2 the Alternative Premises will be in a location selected by the Council taking into account any reasonable requirements of the Tenant.

3.3 Surrender of Lease and New Lease

- 3.3.1 If the Council gives the Tenant a notice under Special Condition 5.1, the Tenant must:
 - (a) execute and return the Deed to the Council within 30 days of receipt by the Tenant;
 - (b) give notice within 30 days of receipt of the notice under Special Condition 3.1 to the Council either accepting or rejecting the offer of a new lease of the Alternative Premises; and
 - (c) where the Tenant accepts the new lease of the Alternative Premises, execute and return to the Council the new lease within 30 days of receipt of the new lease by the Tenant.
- 3.3.2 If the Tenant does not give the Council any notice under Special Condition 5.3.1(b), the Tenant will be deemed to have rejected the offer of the new lease of the Alternative Premises.
- 3.3.3 If the Tenant gives the Council a notice rejecting the offer of the new lease of the Alternative Premises or is deemed to have rejected such offer under Special



Condition 5.3.2, the Tenant must vacate the Premises in accordance with the terms of this Lease and the Deed on the date specified in the notice under Special Condition 5.1.

3.4 No Compensation

The Tenant acknowledges that it is not entitled to receive any compensation from the Council where the Council requires the Tenant to surrender this Lease in accordance with this Special Condition and, on and from the date of the surrender of this Lease, (irrespective of whether the Deed is executed by the Tenant), the Tenant releases the Council from all further obligations under this Lease.

3.5 Limit on Relocation

The Council must not serve a notice on the Tenant pursuant to Special Condition 5.1 more than once during the Term.

3.6 Relocation Period

If requested by the Tenant in the notice given by the Tenant to the Council pursuant to Special Condition 5.1, the Council will provide that the new lease of the Alternative Premises will commence 30 days prior to the expiration of this Lease, during which time the Tenant may complete the relocation of the Tenant's Property, so long as the Tenant has complied with its obligations under this Special Condition.

4. Demolition

4.1 Notice to the Tenant

The Council may give a notice to the Tenant, which provides for the termination of the Lease on the grounds of a proposed demolition, on a date not being earlier than 6 months after receipt of the notice by the Tenant.

4.2 Surrender of Lease

If the Council gives the Tenant a notice under Special Condition 6.1, the Tenant must execute and return to the Council a deed of surrender of this Lease within 14 days of receipt by the Tenant.

4.3 Compensation

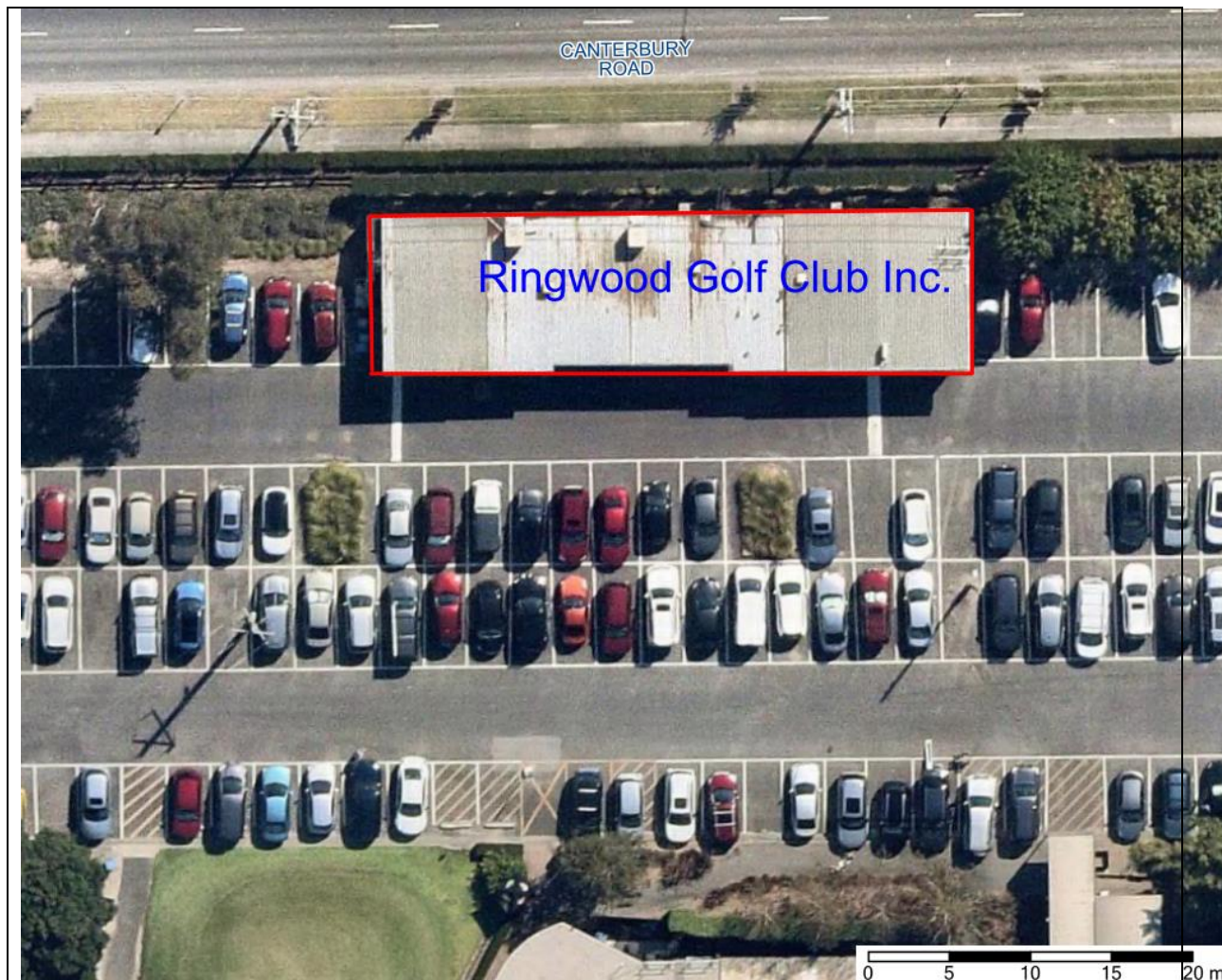
The Tenant acknowledges that it is not entitled to receive any compensation from the Council where the Council requires the Tenant to surrender this Lease in accordance with this Special Condition and, on and from the date of surrender of this Lease (irrespective of whether a deed of surrender of lease is executed by the Tenant), the Tenant releases the Council from all further obligations under this Lease.



Maroondah City Council Community Facility Standard Lease 2021

Annexure B

Plan of Premises



1/07/2024

Disclaimer

The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors faults defects or omissions in the information.

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Maroondah City Council
PO Box 156
Ringwood 3134
Victoria
Tel: 1300 88 22 33
Email: maroondah@maroondah.vic.gov.au



Annexure C

Determination



Victoria Government Gazette

No. S 362 Monday 13 October 2014

By Authority of Victorian Government Printer

Retail Leases Act 2003

DETERMINATION UNDER SECTION 5

Premises Not Constituting Retail Premises

I, Russell Northe MP, Minister for Small Business, and Minister responsible for administering the **Retail Leases Act 2003** (the Act), determine under section 5(1)(e) of the Act –

1. The following kinds of leases are leases of premises to which section 4(2)(h) of the Act applies, being premises which are not 'retail premises':
 - (a) A lease of premises under which the rent payable is not greater than \$10,000 per annum and under which the premises are used wholly or predominantly for any one or more of the following purposes –
 - (i) public or municipal purposes;
 - (ii) charitable purposes;
 - (iii) the education and training of persons to be ministers of religion;
 - (iv) as a residence of a practising minister of religion;
 - (v) as a club for or a memorial to persons who served in the First or Second World War or in any other war, hostilities or special assignment referred to in the **Veterans Act 2005**;
 - (vi) the purposes of the Returned Services League of Australia;
 - (vii) the purposes of the Air Force Association (Victoria Division); or
 - (viii) the purposes of the Australian Legion of Ex-Servicemen and Women (Victorian Branch).
 - (b) A lease of premises under which the rent payable is not greater than \$10,000 per annum and under which the premises are used wholly or predominantly by a body or association, whether incorporated or unincorporated –
 - (i) that exists for the purposes of (and which uses the premises for) providing or promoting community, cultural, sporting, recreational or similar facilities or activities or objectives; and
 - (ii) that applies its profits in promoting its objects; and
 - (iii) that prohibits the payment of any dividend or other amount to its members –

whether or not the premises are occupied by the tenant, held by the tenant in trust for the occupant or sub-leased by the tenant to another person.

2. The Ministerial Determination dated 22 July 2008 made by the Minister for Small Business and notified in the Victoria Government Gazette No. S209 on Thursday 24 July 2008 (the former Determination) is revoked.
3. The revocation of the former Determination by this Determination does not affect



the operation of the former Determination in relation to leases to which the former Determination applied. Accordingly, any leases to which the former Determination applied, that was in force immediately before 31 December 2014, continues to be excluded from the definition of **retail premises** in section 4 of the **Retail Leases Act 2003** until –

- (a) the lease expires or is terminated under the Act; or
- (b) it is no longer possible, under the terms of the lease, for the tenant to exercise an option to renew the lease.

This Ministerial Determination comes into effect on 1 January 2015.

Dated 6 October 2014

THE HON. RUSSELL
NORTHE MP
Minister for Small Business

SPECIAL

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Annexure D

Pro-forma letter from the Tenant to Council providing notice pursuant to clause 3.2.1

[Date]

[Council officer name and title]
Maroondah City Council
P.O. Box 156
Ringwood Vic 3134

Dear [salutation],

**Lease of [insert premises details] by [insert tenant details] (Tenant)
Notice of desire to exercise the option to renew the lease**

Please accept this letter as formal notice pursuant to clause 3.2.1 of the above lease that the Tenant wishes to exercise the option to renew the lease for a further term of [insert number of years].

To my knowledge the Tenant is not currently in breach of any provision of the lease nor has the Tenant persistently defaulted under the lease. The Tenant also agrees to comply with all reasonable requirements of Council in renewing the lease.

Under the lease I understand the next step is Council will respond in writing to this notice.

I look forward to hearing from you.

Yours sincerely,

[Insert name]

[Insert position held at the Tenant e.g. public officer and the Tenant's name]



Annexure D (continued)

Pro-forma Letter from Council granting the Tenant a new lease for a Further Term pursuant to clause 3.3.2

[Date]

[Tenant officer name and title]

[Tenant name and address]

... Vic 31..

Dear [salutation],

Lease of [insert premises details] by [insert tenant details] (Tenant) Confirmation of the exercise of an option to renew the lease

Council confirms receipt of the Tenant's notice dated [insert date] indicating the Tenant's wishes to exercise the option to renew the lease for a **Further Term** of [insert number of years].

Please accept this letter as formal notice pursuant to clause 3.3.2 of the above lease that Council agrees to the option for a Further Term being exercised. Please sign the enclosed duplicate of this letter and return it to Council. These exchanges of letters constitute the exercise of the option for to extend this lease for the Further Term.

This means the key details of the option term of the lease will be:

1. Commencement date of the **Further Term**: [insert time and date]
2. End date of the **Further Term**: [insert time and date]
3. Rent for each year of the Further Term:
 - a. **Further Term** year one – \$ [insert amount]
 - b. **Further Term** year two – \$ [insert amount]
 - c. **Further Term** year three – \$ [insert amount]
 - d. **Further Term** year four – \$ [insert amount]
 - e. **Further Term** year five – \$ [insert amount]
4. **Additional Further Terms**: [insert, if none write 'nil']

All other terms of the Lease remain as the same terms and conditions for the initial term of the Lease.

Council looks forward to receiving the return of the enclosed duplicate of this letter, executed by [insert name of the Tenant] and to your continued occupation and use of the Premises.

Yours sincerely,

[Insert Council officer name]

[Insert Council officer title]

Then create a duplicate of the letter with the following execution clause for the Tenant at the end –

The Tenant agrees to extend the term of the above Lease of the above Premises for the Further Term on the terms and conditions contained in the letter from Council dated [insert date] of one page of which this is a reformatted duplicate:

.....
Signed for and on behalf of [insert Tenant's name] in accordance with its constitution by –



PRINT name:
Position held:
Date:

Plan for Victoria submission



August 2024

Maroondah City Council's submission to Plan for Victoria

This submission outlines Maroondah City Council's response to the proposed Plan for Victoria, the draft housing targets and the Big Ideas and Top Priorities outlined at [Help us shape the future for Victoria | Engage Victoria](#).

Big Ideas for Victoria's Future in Maroondah

Maroondah City Council (Council), in principle, supports the Victorian Government's 'Big Ideas' identified during the first round of consultation on Plan for Victoria. These 'Big Ideas' are generally consistent with policy that already exists in Plan Melbourne and support many of the existing community aspirations embedded in the Maroondah Planning Scheme.

The 'Big Ideas' are:

- More homes in locations with great public transport access.
- More housing options for all Victorians, including social and affordable homes.
- More jobs and opportunities closer to where you live.
- More options for how we move from place to place.
- More certainty and guidance on how places will change over time.
- More trees and urban greening in our parks and community space.
- More protections from flooding, bushfire and climate hazards.
- Greater protection of our agricultural land.

For the 'Big Ideas' to be effective and enduring, Plan for Victoria will also need to contain more than these ideas transformed into policy directions; rather it will need to have clear, transparent implementation plans that are whole of State Government commitments for long term planning, resourcing and delivery. Another significant challenge for delivery of the 'Big Ideas' and Plan in general will be how a balance is achieved in delivery, while accommodating the expected growth in population.

Along with the 'Big Ideas', Council notes that achieving substantially increased urban densities and development in ways that protect and increase green and blue infrastructure (primarily vegetation), will be essential to create places that are attractive, pleasant and welcoming in a warming and drying climate. In the decades to come, green and blue infrastructure will become increasingly important as it absorbs and stores carbon, cools the environment, provides habitat and connection to nature, and promotes physical activity and wellbeing.

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With population growth and urban intensification also comes an increased use and demand for community spaces, services and transport systems. In the near-term, timely access to services and support will become a significant issue as there is little existing capacity in, and for, these services. Therefore, new infrastructure planning and delivery, including public and active transport enabling easy access to basic goods and services, jobs, schools, and healthcare will also be vital to ensure that the 'Big Ideas' can be achieved. Central to a new Plan for Victoria should therefore be a commitment to identify and deliver additional infrastructure and services that are key to achieving a well serviced, transit and pedestrian-oriented Victoria.

Council also considers that many of the existing initiatives in Plan Melbourne are worthy of retention and complement the proposed 'Big Ideas'. Noting that the Plan Melbourne policy encountered unexpected population forecasts and delivery issues related to resourcing to enable effective implementation. Some initiatives in Plan Melbourne were commenced, consultation was undertaken and then not all have been delivered. Accordingly, there is an opportunity to build on this work. In particular, Maroondah City Council is seeking the following policy items to be retained as part of a new Plan for Victoria:

- Protecting industrial land to support employment and investment opportunities, including Bayswater Business Precinct (Plan Melbourne Policy 1.1.6).
- Maintaining Ringwood as a Metropolitan Activity Centre (Plan Melbourne Policy 1.2.1).
- Facilitating 20-minute neighbourhoods close to existing services, jobs and public transport (Plan Melbourne Policy 2.1.2).
- Supporting strong urban design outcomes for high-density residential development (Plan Melbourne Policy 2.2.1).
- Encouraging the development of greyfield areas through consolidation of land and a coordinated approach to planning (Plan Melbourne Policy 2.2.4).
- Create a metro-style rail system with 'turn up and go' frequency and reliability, including on the Belgrave and Lilydale lines past Ringwood Station (Plan Melbourne Policy 3.1.1).
- Provide high-quality public transport access to job-rich areas, including the Bayswater Business Precinct (Plan Melbourne 3.1.2).
- Support cycling for commuting, especially with delivering the Strategic Cycling Corridor and Trails, including the Ringwood to Lilydale Bike path, via Croydon (Plan Melbourne 3.1.8).
- Improve outer-suburban public transport, especially the bus system (Plan Melbourne 3.2.2).
- Continuing the development and funding of the Maroondah Highway Boulevard (Plan Melbourne Policy 4.1.3).
- Recognising the value of heritage when managing growth and change (Plan Melbourne 4.4.1) and stimulating economic growth through heritage conservation (Plan Melbourne 4.4.3).
- Respecting and protecting Melbourne's Aboriginal cultural heritage (Plan Melbourne 4.4.2).
- Improve neighbourhoods to enable walking and cycling as a part of daily life (Plan Melbourne 5.2.1).
- Support a cooler Melbourne by greening urban areas, buildings, transport corridors and open spaces to create an urban forest (Plan Melbourne 6.4.1).
- Create a network of green spaces that support biodiversity conservation and opportunities to connect with nature (Plan Melbourne 6.5.1).
- Protect and enhance the health of urban waterways (Plan Melbourne 6.5.2).

A regional response to housing targets

Council is a partner of the Eastern Region Group of Councils (ERG), which comprises five local government authorities of eastern Melbourne - Maroondah, Knox, Manningham, Whitehorse and Yarra Ranges. ERG councils collaborate and partner on shared priorities through advocacy, integrated planning, shared services and joint procurement to benefit the region's communities (easternregiongroup.org.au).

ERG initiated a community consultation process in April 2024 as part of the preparation of their submission, including holding webinars and pop-up events across the region. This was accompanied by media releases, posts on social media and printed collateral (postcards and brochures) to reach as many people as possible.

The ERG submission puts forward that Plan for Victoria must do more than set targets for housing growth. It identifies four key themes that have emerged as part of community consultation process, namely community access and productivity; infrastructure to support growth; our natural assets; and managing housing growth. These are priorities of our community in Maroondah and the submission by the ERG is to be read in association with this additional more localised response.

The Victorian Government draft housing target for Maroondah is 44,000 dwellings. While this could be achieved in theory, it will require Council to undertake a substantially robust municipality-wide strategic planning exercise to determine the best locations for this additional housing. Orderly and evidence-based planning by Council needs to be encouraged and supported rather than having locations set by the Victorian Government without detailed local knowledge and expertise. Council has reservations about being directed to identify additional housing capacity within timeframes that don't allow for rigorous assessment.

Allowing Council to take the lead in planning for the predicted housing growth beyond our adopted *Maroondah Housing Strategy (2022)* would support Council to undertake a nuanced approach for each centre and designated area for growth. This approach would consider the diverse social, economic and environmental factors of locations across the city, and would work to reinforce the overall objectives of Plan for Victoria. Taking a simplistic approach, as has been seen on occasion recently in Victoria, of applying a standard 800 metre distance for allowable higher density development around activity centre boundaries will be detrimental in Maroondah, and most other local government areas, for the following reasons;

- slope and accessibility issues;
- barriers to active transport and access such as major roads or railway lines;
- varying degrees of services or available land for new services;
- areas of significant neighbourhood character;
- heritage areas;
- vegetation protection and biodiversity.
- hazards such as flooding
- lack of open space.

To date Council has only been provided with a high-level overview of the modelling for the housing targets. It would be beneficial to understand the assumptions used in the modelling and what level of ground truthing has occurred. For example:

- How slope (and the associated impacts on site development) will be factored in, noting that the most recent information received by Council states that slope has not been considered in the formulation of housing targets.
- Maroondah has several reserves and schools that are within a residential zone and will not be developed for additional housing.

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- No conversion of non-residential zones is proposed, but it is not clear if this means that commercial zones have been considered for housing.
- Council understands that the modelling excludes “recent development”, but what the timeframe for “recent” is has not been outlined.
- Housing choice and diversity is important and little information has been provided on household sizes, noting not every household in Victoria can or wants to live in a two-bedroom apartment. Therefore the provision of information on whether a density or average dwelling size or other measure has been assumed in the modelling is crucial.
- Has the most up to date hazard mapping been used, that also factors in climate change impacts?
- How will achieving the targets avoid impacting on and contribute to the “top priorities” that have been outlined in the consultation undertaken so far?
- To what extent have housing targets factored capacity to provide the additional infrastructure to meet the increased population densities?
- Are there any initiatives to introduce wider planning provisions for councils to include extinguishing restrictive covenants which prevent construction of more than one dwelling on a lot as part of a wider planning scheme amendment?

Top priorities for our community

Consultation with our community for a Plan for Victoria has identified the following top priorities and key themes:

1. Leafy green streets with trees, parks and open space.
2. Better public transport, walking and cycling connectivity.
3. Affordable homes for everyone.
4. Protecting the valuable land where our food is grown.
5. Vibrant and social places for people to connect and thrive.

Council considers that all these priorities are important, however as noted above, funding and resourcing is vital to ensure that they can be implemented as a whole. The housing targets need to be considered alongside these priorities and a clear framework for how these will be achieved against the housing targets will need to be developed. There is no point in including these as policy aspirations as they will never be realised without a resourced implementation plan. For example, public transport across Maroondah, and more broadly metropolitan Melbourne, will require significant investment to ensure that the increased population can efficiently move across the city and that traffic congestion does not impact on accessibility and liveability.

Council has undertaken work on two precincts in an award-winning project known as Greening the Greyfields, that as noted in the ERG submission, provides effective density bonuses for the voluntary amalgamation of suburban lots to support better designed and located environmentally sustainable infill housing, vegetation retention and improved neighbourhood amenity. This model could be taken up in other areas of Melbourne and Victoria to increase density whilst still providing for impactful landscaping, walking and cycling, affordability and effective placemaking. This is especially relevant in areas with high landscape values, environmental qualities and neighbourhood character features. These areas would have capacity to accommodate change but require a more bespoke approach.

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Affordable housing and choice

Council supports the need to provide for more housing across Victoria, in appropriate locations. It is noted that seven top factors when choosing a place to live have been identified as follows:

1. Access to public transport
2. Access to employment
3. Affordability
4. Access to green spaces
5. How attractive the area is
6. Being close to family and friends
7. Access to hospitals and other health facilities

Council agrees that these are important factors in choosing a place to live and that all homes, existing and proposed, should have adequate access to public transport, employment, public open space, and facilities. It is important that this access is provided as early as possible. Land needs to be identified and set aside to ensure that the range of services required for the community can be delivered in a timely manner. Consideration of access to facilities also needs to include education facilities and other community facilities such as Maternal and Child Health Centres.

Local Government will be required to upgrade or build new facilities as they are responsible for the provision and maintenance of a large and diverse range of community facilities such as open space and sporting stadiums; leisure facilities including swimming pools, sports fields and walking and cycling pathways; maternal and child health facilities; libraries; community houses and public halls. Local Government is also responsible for a range of ongoing services that support the community including waste collection; health and wellbeing; immunisation, environmental health; social connections and support across all ages. Adequate funding and suitable locations for Local Government to provide these will be essential to ensure that people have access to all the facilities and services that they need to live healthy, connected and active lives.

Queen Elizabeth (Maroondah) Hospital relocation

Council strongly supports the Plan for Victoria indicating the option of relocating the new Queen Elizabeth Hospital to a location within the Ringwood Metropolitan Activity Centre. Central Ringwood has numerous sites that are suitable for this regional hospital, and crucially it offers a number of significant near-term opportunities to advance the Plan for Victoria above the existing Maroondah Hospital site including:

- The location within the Ringwood Metropolitan Activity Centre being far more accessible than the current location in Ringwood East, particularly for public transport.
- Facilitation of contemporary places and spaces in a metropolitan activity centre slated to house up to 20,000 new residents.
- Stimulation of demand for worker and affordable housing which could be provided in very close proximity to a new hospital, including on the site.
- The existing East Ringwood site could be redeveloped (or buildings repurposed) for a significant number of new homes at a scale greater than the surrounding residential development given that the existing built form.

Equity and jobs

Ease of access to employment is key to ensuring that people are not faced with long commutes that impact negatively on their health and wellbeing, social connections, and ability to pay for travel. More local and accessible jobs also offers the opportunity to reduce carbon emissions from private travel. The top five transport improvements that were nominated as part of the initial consultation for Plan for Victoria are all key in ensuring that people have good access to jobs and as such require a commitment to implementation.

For Maroondah this commitment to greater services includes an upgrade and expansion of the existing public transport network, and not just relying on the Suburban Rail Loop and major road projects. Additional capacity must be created on the Belgrave and Lilydale lines to enable the additional services, including more limited express trains, to support the anticipated additional workforce movements and participation levels. Likewise, quality bus routes are essential for convenient access to major employment precincts, such as the Bayswater Business Precinct. The bus and rail systems should operate on a 24/7 timetable to cater for a 24-hour workforce. While it is appreciated that not all of these services can be provided at once, a series of improvements and long-term planning to the existing system must be advanced to deliver the modern public transport system of the future.

A greater variety of jobs need to be provided in a wider range of locations across Victoria. As outlined in the *Melbourne Industrial and Commercial Land Use Plan (2020)*, it is important to ensure that there is enough industrial and commercial land available to meet future demand for economic activity and employment purposes. It is of concern that whilst there will be housing capacity work that Councils will be required to undertake to address the housing targets, there will not be sufficient available land remaining to provide for retail, office and industrial land for employment near these homes.

Plan for Victoria will need to address this issue of creating greater mixed-use suburbs with capacity for commerce, or ultimately it will be unable to support the top five transit improvements that were identified in the first round of consultation being:

- Better public transport options
- Less road congestion
- Better bike and walking paths
- Affordable housing closer to work
- Better road network

Thriving and liveable suburbs and towns

Council supports all the ideas for thriving and liveable suburbs and towns which are as follows:

- **Transport**
 - Faster and more frequent bus and train services
 - Better connections between public transport modes or different kinds of transport
- **Reduce congestion**
 - Better active and public transport to reduce car reliance
 - Changes to traffic management
 - Road maintenance

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- **Open and green spaces**
 - More recreation spaces
 - More street trees for cooling and inviting places
 - Improvements to parks and open space facilities
- **Active transport**
 - Ability to walk to local places
 - Bike paths and safety updates
 - Better connections between cycling and public transport
- **Healthcare**
 - Better support for healthcare workers
 - Improve access to healthcare
 - Adequate mental health services

As previously noted, with the addition of more homes as proposed by the housing targets, the above ideas will require detailed implementation plans rather than being simple policy objectives, if they are to be the key ingredients to ensuring that places are attractive, functional and accessible.

Thriving and liveable suburbs and towns need a sense of identity and character. The urban design of spaces is vital to ensuring that they are inclusive, safe, and attractive. In Maroondah the unique attributes of places need to be protected. For example, particular locations have views to the Loughnan-Warranwood Ridge, Wicklow Hills Ridge or long-range views to the Dandenong Ranges. New buildings in these locations should have consideration for their context, the environment and views, when planning for building height, form and spacing.

As noted previously, transport networks and systems will need to carry more passengers and move more vehicles as the population grows and precincts develop with more housing. More capacity will need to be extracted from our existing transport infrastructure in order to carry more people. Integrated land use and transport planning will be critical to delivering on the aspirational ideas proposed.

Victoria has been without a dedicated transport strategy addressing these and other transport issues for over a decade. Beyond the Big Build Projects, there has been a lack of a vision and long-term plan for our transport system. A strategy would bring together the existing plans for the freight, train, bus and tram networks and the Victorian Cycling Strategy into one consistent vision and action plan. A clear long-term plan will help to pave the way for a better, fairer and modern transport network that is capable of moving people to where they need to go at the time they need to travel.

Sustainable environment and climate action

The top five factors that have been identified to help live a more sustainable lifestyle are:

1. Better connected public transport
2. More trees in urban areas
3. Protecting existing bush, forest and river systems
4. More public transport options
5. Pedestrian friendly urban centres

Active Prosperous Vibrant Sustainable Accessible Thriving Inclusive Empowered

Council supports plans that can be implemented to reinforce and deliver all of these outcomes as the city grows. Vegetation, habitat protection and tree canopy, in particular, are highly valued by the Maroondah community. The reasons our community value these natural assets so highly include: protecting biodiversity, urban cooling and shading, and the provision of the unique amenity and identity of Maroondah. Caring for areas of biological significance and biolinks continues to be important for the protection of flora and fauna species, and as such Council has recently completed an updated assessment of its sites of biological significance, with 109 sites identified. Council has also identified eight 'biolinks' across Maroondah that represent the best opportunities for improving habitat connectivity and creating wildlife movement corridors through the Maroondah landscape. It is vital that local vegetation protection as well as requirements for new planting continues to be a part of Plan for Victoria.

Council has also been acquiring annual data to track and monitor tree canopy coverage across the municipality since 2016, given the importance of the tree landscape to Maroondah. In 2023, Maroondah's overall tree canopy cover was 29%. Of this, vegetation on private land is the major contributor, providing approximately 69% of Maroondah's total canopy cover. This level of canopy cover is high for a metropolitan municipality, and is largely the result of long-term proactive planning controls introduced in the 1980's and 90's. While increased street tree and parkland planting has long been a priority of Council, this alone won't provide adequate coverage for cooling and greening nor for maintaining and improving biodiversity of the city. Accordingly, it is vital that the protection of vegetation on private land continues through the application of Plan for Victoria. Council also supports the ERG's submission in relation to the creation of additional open space and tree canopy guidelines.

Addressing climate change should also be a key principle that is embedded in Plan for Victoria. Council is certified carbon neutral under the Federal Government's Climate Active program, and in line with our community values, actions to reduce climate change as well as adapt to the changing climate will need to be a fundamental part of Plan for Victoria for it to succeed.

Implementation

Council supports the development of more detailed plans for key regional centres and Metropolitan Melbourne, as was proposed through the *Eastern Metro Land Use Framework Plan* and similar plans for other areas of Melbourne. These plans and supporting implementation strategies have substantial potential to provide greater detail about the application of Plan for Victoria and provide real guidance for its implementation in practice and as such must be a commitment of the Plan.