



# **Ordinary Meeting of Council Attachments**

**Monday 26 May 2025**

**Council Chamber**

## ATTACHMENTS

### CHIEF FINANCIAL OFFICER

2. **Reports of Councillor Briefings**
  - Attachment 1: 2025 April 28 - Councillor Briefing Public Record.....3
  - Attachment 2: 2025 May 12 - Councillor Briefing Public Record .....5
3. **Councillor Representation Reports**
  - Attachment 1: 2025 April 30 - Maroondah Community Health and Wellbeing  
Advisory Committee Meeting Minutes .....7
5. **Instrument of Delegation - Chief Executive Officer**
  - Attachment 1: S5 Instrument of Delegation from Council to CEO .....10
6. **Maroondah 2050 – Our Future Together Community Vision**
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7. **Local Government Performance Reporting Framework - Service Performance Indicator Report - Quarter 3, 2024/25**
  - Attachment 1: LGPRF Service Performance Indicator Progress Report -  
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8. **Financial Report: Nine Months Ending March 2025**
  - Attachment 1: Quarterly Financial Report - Mar 2025 .....74
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9. **Council Plan 2021-2025 (Year 4: 2024/25) Priority Action Progress Report - Quarter 3, 2024/25**
  - Attachment 1: Council Plan 2021-2025 Priority Action Progress Report -  
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### DIRECTOR ASSETS & LEISURE

1. **Community Facilities Lease Agreements for Girl Guides Association of Victoria**
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## COUNCILLOR BRIEFING – PUBLIC RECORD

### Briefing Details:

Date: Monday 28 April 2025

Time: 6:00pm

Location: Meeting Rooms 1  
& 2, Realm

*All items discussed at a Councillor Briefing are considered confidential in nature.*

### Attendees:

#### **Councillors**

Cr Linda Hancock (Deputy Mayor)

Cr Catherine Gordon

Cr Daniella Heatherich

Cr Chris Jones

Cr Claire Rex

Cr Nathaniel Henderson

Cr Paul Macdonald

#### **Council Officers:**

Steve Kozlowski

Chief Executive Officer

Tony Rocca

Director/Chief Financial Officer

Adam Todorov

Director Assets &amp; Leisure

Danielle Butcher

Acting Director People &amp; Places

Grant Meyer

Acting Director Strategy &amp; Development

Emma Hills

Governance Officer

**Item**

Chris Zidak

Manager Business and Precincts

2

Rhiannon Mahony

Team Leader Business Development & Strategic  
Projects

2

Jackie Paul

Business Support and Programs Officer

2

Steve McIntosh

Manager Projects and Asset Management

3

John Richardson

Coordinator Assets, Projects and Facilities

3

Nathan Bachmann

Project Development Coordinator

3

### Apologies:

Councillors:

Cr Kylie Spears (Mayor), Cr Rob Steane OAM

Council Officers:

Andrew Fuaux, Marianne Di Giallonardo

### Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

**Items Discussed:**

1	Council Meeting Agenda
2	2025 BizMonth Presentation
3	Major Projects update
4	Community Assistance Fund
5	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 12 May 2025

Time: 6:00pm

Location: Meeting Rooms 1  
& 2, Realm

*All items discussed at a Councillor Briefing are considered confidential in nature.*

### Attendees:

<b>Councillors</b>		
Cr Linda Hancock (Deputy Mayor)	Cr Catherine Gordon	Cr Paul Macdonald
Cr Chris Jones	Cr Claire Rex	Cr Rob Steane OAM
<b>Council Officers:</b>		
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	
		<b>Item</b>
Elizabeth Johnstone	Executive Officer, ERG	1
Deirdre Diamante	Mayor, Manningham City Council	1
Danielle Butcher	Manager Communications & Citizen Experience	2
Chelsey Jenkins	Coordinator Communications & Engagement	2
Grant Meyer	Manager City Futures	3
Michael Blowfield	Transport & Sustainability Planner	3
Steve McIntosh	Manager Projects & Asset Management	4
John Richardson	Coordinator Assets Projects & Facilities	4
Vincent King	Manager Operations	5-6
Michael Arhontis	Coordinator Built Environment	5-6
Ben Spiteri	Team Leader Built Environment	5
James Herron	Manager Cyber & Technology	7
Vita Yeung	Group Leader Applications & Services	7

### Apologies:

Councillors:

Cr Kylie Spears (Mayor), Cr Nathaniel Henderson, Cr  
Daniella Heatherich

Council Officers:

None

### Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

**Items Discussed:**

1	ERG Strategic Plan 2025
2	Draft Communications Strategy 2025-2029
3	Draft Maroondah Bicycle Network Plan - Public Exhibition
4	CCWP Cultural Hub Tender Recommendation
5	Tender Evaluation Report - Contract 21088 Cleaning Services for Operations Centre, Public Toilets & Barbeques
6	Pit and Pipe Cleaning 21089
7	Microsoft Enterprise Licencing Agreement Renewal
8	MAV Motions - State Council Business Paper - 16 May 2025
9	Instrument of Delegation to the Chief Executive Officer
10	Councillor Delegates' Meeting Report
11	Items of a General Nature Raised by Councillors

**Record completed by:**

Council Officer	Emma Hills
Title	Governance Officer



## Maroondah Community Health and Wellbeing Advisory Committee – Minutes

### Meeting Details:

Date: Wednesday 30 April 2025    Time: 9:30am - 11:30am    Location: Maroondah Federation Estate

### Attendees:

#### **Councillors**

Cr Linda Hancock (Deputy Mayor and Chair)  
Cr Catherine Gordon  
Cr Daniella Heatherich

#### **Council Officers:**

Kirsten Jenkins, Manager Community Safety  
Adam Cooper, Coordinator Community Wellbeing  
Joanne Kyrkilis, Social Planning and Development Officer  
Emma Hills, Governance Officer (Minute Taker)

#### **Agency Representatives:**

Jodie Murphy - Eastland  
Rachael Cavanagh - Eastern Access Community Health (EACH)  
Maria Allison - Communities of Wellbeing  
Rod Donald - Youth Support + Advocacy Service (YSAS)  
Mel Chisholm - North Eastern Public Health Unit (NEPHU)

#### **Community Representatives:**

Prateeti Sabhlok  
Karly Horton  
Janni Haskin

### Apologies:

Councillors:	Nil
Council Officers:	Andrew Fuaux, Grant Meyer
Agency Representatives:	Brooke Young, Stephanie Maggio, Jo Ong
Community Representatives:	Gagan Agrawal, Cathy White

### Conflict of Interest Disclosure:

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

**Items Discussed**

1. OPENING OF MEETING AND 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

2.1 Housekeeping

Cr Hancock welcomed everyone to the meeting.

CONFIRMATION OF MINUTES - WEDNESDAY, 28 AUGUST 2024

ITEM 3

The minutes of the previous meeting were confirmed by consensus.

4. ITEMS

SELF INTRODUCTIONS

ITEM 4.1

The committee members took turns introducing themselves and their backgrounds/areas of expertise.

STRATEGIC INFORMATION SHARE - NEPHU POPULATION HEALTH  
CATCHMENT PLAN - MEL CHISOLM, SENIOR MANAGER POPULATION  
HEALTH (NORTH EASTERN PUBLIC HEALTH UNIT)

ITEM 4.2

Mel Chisholm provided an overview of Local Public Health Units outlining their roles and responsibilities.

Mel spoke about the North Eastern Public Health Unit (NEPHU) and what they do.

Mel outlined what NEPHU have learned from their current catchment plan including the strategic framework that they work within.

Mel provided some examples of the work that NEPHU do in the health and wellbeing space at a regional level and outlined the services that are involved.

Mel provided an overview of some key initiatives that NEPHU have been working on and outlined the next catchment plan that is being developed.

Mel advised that NEPHU have developed a detailed population profile to assist in the development of health initiatives and provided an overview of some of the information that is captured in the profile.

Discussion centred around healthy eating and the availability of affordable fruit and vegetables.

Mel spoke about the burden of disease and the rates of chronic disease including the effect it can have on the health system.

Mel spoke about the VicHealth Local Food Partnerships Grant and how it could assist the work that NEPHU do.

Discussion focused on different channels to discuss health related issues. The committee also discussed healthy eating in schools and the part that school canteens can play in keeping children healthy.

#### GROUP PHOTO

ITEM 4.3

The committee members went outside to take a group photo.

#### CONSULTATION FOR THE IMPLEMENTATION OF THE LIVEABILITY WELLBEING AND RESILIENCE STRATEGY

ITEM 4.4

Joanne provided an overview of the Liveability, Wellbeing and Resilience Strategy. She spoke about the vision of the strategy and outlined the focus areas that were identified through consultation including the actions that sit within those focus areas.

Joanne spoke about the implementation plans that sit within the strategy.

Joanne provided information regarding the history of the strategy and the process that is being undertaken to review it.

The committee broke up into three groups to discuss strategic priorities in relation to the below questions:

- Consider the priorities given to your group and suggest actions/directions in response to them, in particular:
  - How can we work together to address the priority?
  - Think about what each sector/organisation can bring to the actions suggested.

#### CLOSE OF MEETING - NEXT MEETING: 23 JULY 2025

ITEM 4.5

Cr Hancock thanked everyone for attending and participating in the meeting. She noted that the next meeting will be held on 23 July 2025.

The meeting concluded at 11:35pm.

***S5 Instrument of Delegation to Chief Executive Officer***



**Instrument of Delegation**

**to**

**The Chief Executive Officer**



## Instrument of Delegation

In exercise of the power conferred by s 11(1) of the *Local Government Act 2020* (**the Act**) and all other powers enabling it, the Maroondah City Council (**Council**) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on 26 May 2025
2. the delegation
  - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
  - 2.2 is subject to any conditions and limitations set out in the Schedule;
  - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
  - 2.4 remains in force until Council resolves to vary or revoke it.

THE COMMON SEAL of MAROONDAH CITY )  
COUNCIL was affixed hereto on 26 May 2025 in )  
accordance with resolution of Council made on 26 )  
May 2025 , in the presence of )

..... Councillor

..... Chief Executive Officer



## **SCHEDULE**

The power to

1. determine any issue;
2. take any action; or
3. do any act or thing

arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

### **Conditions and Limitations**

The delegate must not determine the issue, take the action or do the act or thing

1. if the issue, action, act or thing is an issue, action, act or thing which involves
  - 1.1 entering into a contract exceeding the value of \$1,000,000;
  - 1.2 making any expenditure exceeding the value of \$1,000,000 unless it is expenditure made under a contract already entered into or is expenditure which Council is, by or under legislation, required to make;
  - 1.3 appointing an Acting Chief Executive Officer for a period exceeding 28 days;
  - 1.4 electing a Mayor or Deputy Mayor;
  - 1.5 granting a reasonable request for leave under s 35 of the Act;
  - 1.6 making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;
  - 1.7 approving or amending the Council Plan;
  - 1.8 adopting or amending any policy that Council is required to adopt under the Act;
  - 1.9 adopting or amending the Governance Rules;
  - 1.10 appointing the chair or the members to a delegated committee;
  - 1.11 making, amending or revoking a local law;
  - 1.12 approving the Budget or Revised Budget;
  - 1.13 approving the borrowing of money; or
  - 1.14 subject to section 181H(1)(b) of the Local Government Act 1989, declaring general rates, municipal charges, service rates and charges and specified rates and charges;





2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;
3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
  - 4.1 policy; or
  - 4.2 strategyadopted by Council;
5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of s 11(2)(a)-(n) (inclusive) of the Act or otherwise; or
6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.



DRAFT

2050

MAROONDAH – OUR FUTURE TOGETHER

# Maroondah 2050 Community Vision

*Maroondah 2050 – Our future together* describes our community's aspirations for the future of Maroondah looking ahead to the year 2050. It is a vision that is unique to Maroondah. It speaks to the way our community wants to feel – safe and included, how they want the municipality to be – vibrant and green, and what they want to strive for – a prosperous and sustainable future for all.

## Acknowledgment of Country

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

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



# We are pleased to present the Maroondah 2050 Community Vision

Over the past two years, Council has journeyed with the Maroondah community to understand their values, aspirations and priorities for our municipality looking ahead to the year 2050. *Maroondah 2050 – Our future together* brings together over 9800 responses from our diverse community, recommendations of the Maroondah Community Panel, and research into emerging trends, opportunities and challenges to set the future direction for Maroondah.

The Maroondah 2050 Community Vision provides a 'roadmap' for the community, Council, organisations and businesses, as well as other levels of government, to partner to create a future that enhances Maroondah as a great place to live, work, play and visit.

We encourage all members of our Maroondah community – individuals, families, community groups and organisations, service providers, and local businesses – to fully embrace the Maroondah 2050 Community Vision and take a proactive role in its implementation for the benefit of both current and future generations.

On behalf of Council, we thank all participants for their inspired and passionate involvement in developing the Maroondah 2050 Community Vision. We look forward to working with the local community and making progress towards your vision for the future of Maroondah.

**Councillors, Maroondah City Council.**

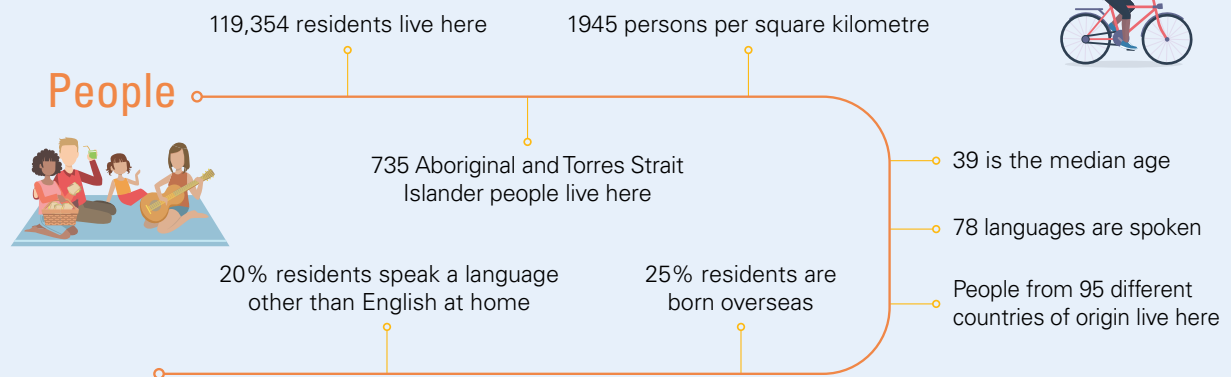


## Maroondah today

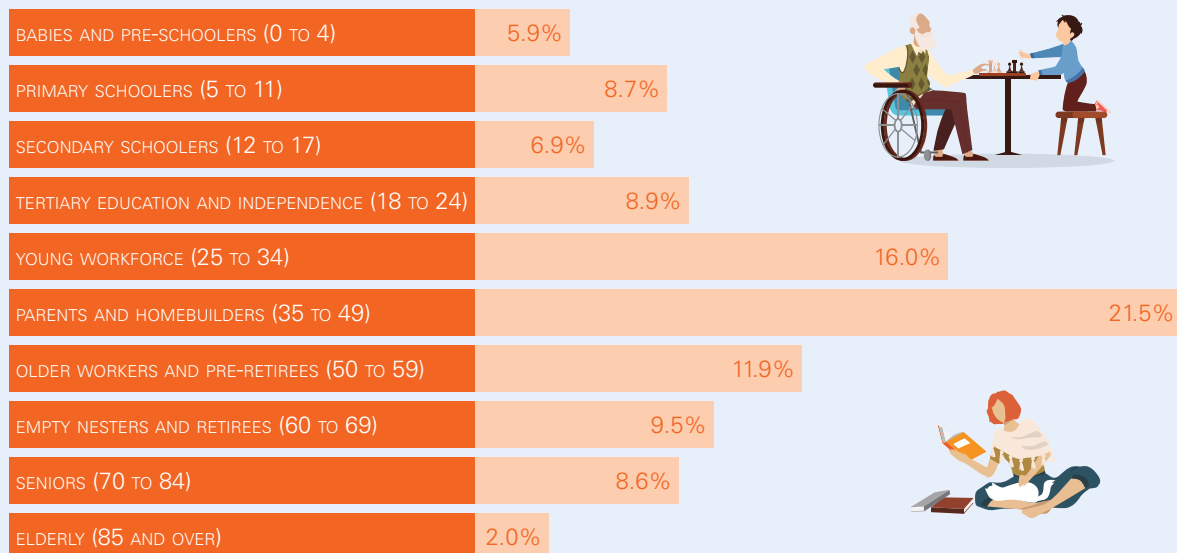
The City of Maroondah:

- Covers a land area of 61.4 square kilometres in Melbourne's outer east and is located 25 kilometres from the central business district.
- Is a substantially urban residential municipality and includes the suburbs of Bayswater North, Croydon, Croydon Hills, Croydon North, Croydon South, Heathmont, Kilsyth South, Ringwood, Ringwood East, Ringwood North and Warranwood. The City also includes small sections of Kilsyth, Park Orchards, Vermont and Wonga Park.
- Contains one of ten Metropolitan Activity Centres across Melbourne (Ringwood), and Croydon as a major activity centre. Both offer a diverse range of shops, services, jobs, and housing and are well served by numerous public transport options.
- Has the strategic advantage of being located at the north-eastern junction of the Eastern Freeway – EastLink corridor. There are two train lines and many bus routes linking the City with other regions. In addition, our sustainable transport links continue to expand with 684kms of footpaths and 68kms of shared paths.
- Has a regional health precinct including a major public hospital and a large private hospital, educational facilities that cater from early childhood learning to higher education, two libraries, arts and cultural centres, and a range of community centres.
- Is home to a range of world-class recreation and sporting facilities including Aquanation, Maroondah Nets, Ringwood Golf and Maroondah Edge.
- Is highly valued for its leafy neighbourhoods, open space, bushland reserves and parks.

# Maroondah community profile



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



## Housing

There are 46,866 dwellings of which:



**86%**  
of people live in separate houses



**10%**  
of housing is considered medium density



**4%**  
of housing is considered high density

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

**21%**  
OF PEOPLE ARE RENTING

There are 44,167 households of which:



**34%**  
are households of couples with children



**25%**  
are couples



**24%**  
are a lone person



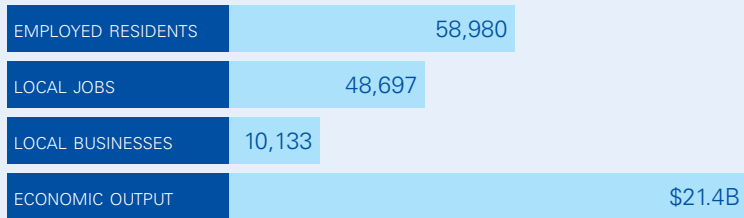
**11%**  
are one parent families

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

**2.53**  
PERSONS PER DWELLING

## Economy

The local economy is comprised of:



The largest employers are:



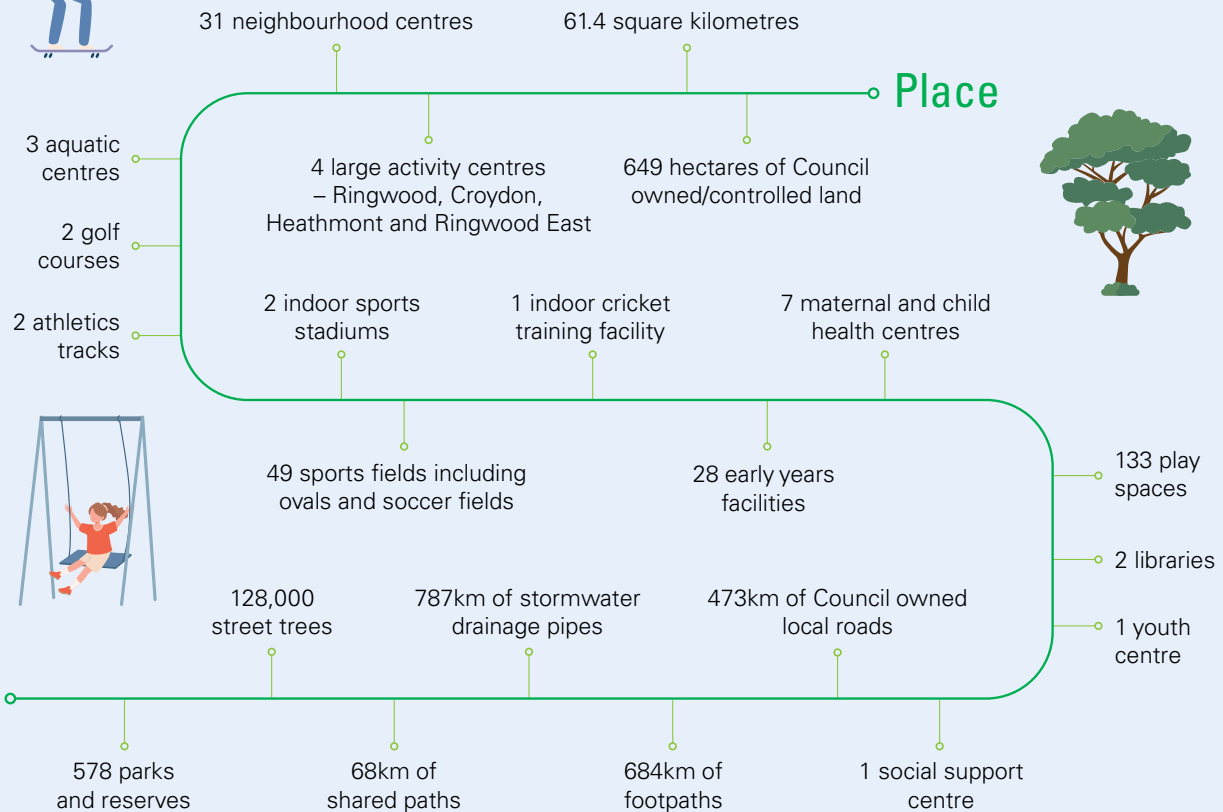
**27%**  
OF RESIDENTS  
LIVE AND WORK  
IN MAROONDAH

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

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

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

**15%**  
OF RESIDENTS  
VOLUNTEER



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



# Creating a community vision

The Maroondah 2050 Community Vision was developed over a series of stages including understanding where we are now, research into emerging trends, opportunities and challenges, and extensive community engagement.

## 1. Where are we now?

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

The biennially developed State of Maroondah report highlighted the many and diverse activities of Council and the community, in working collectively towards our Maroondah 2040 Community Vision future outcomes, as well as the progress made against the community indicators of progress.

## 4. Maroondah Community Panel

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

## 2. Emerging trends, opportunities and challenges

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

## 3. Community values, aspirations and priorities

Over a period of 10 months from August 2023, Council undertook an extensive community and stakeholder engagement process to provide all Maroondah community members with an opportunity to share their thoughts, aspirations, and ideas for the future of the municipality. Engagement included surveys, workshops, pop-up events and online activities with the broader Maroondah community, along with feedback from Council advisory committees, and harder to reach and under-represented community members and groups. These activities resulted in over 9,800 total contributions.

## Engaging the community

### How Council engaged the Maroondah community:

- Your Say Maroondah website and e-Newsletter updates
- Over 2000 postcards were distributed
- Direct emails to over 1000 registered Your Say Maroondah recipients
- Four Maroondah News articles and six e-News articles
- Promotional signage at shops, facilities, and open space across Maroondah
- Digital displays in Ringwood Town Square and Council service centres
- Social media posts on a broad range of Council channels
- Neighbourhood pop-up engagement in each of Maroondah's nine Wards
- Pop-ups at 14 Maroondah Council events and programs
- Engagement activation on the ground floor at Realm
- Five workshops with the Maroondah Community Panel
- Seven workshops with local community leaders and groups
- 14 workshops with Council advisory committees
- Two workshops with Council employees
- Pop-up engagement activities for Council employees at Realm and the Operations Centre
- Targeted engagement with harder to reach and under-represented community members and groups



## Community responses by those engaged:

- 9805 responses
- 891 responses from harder to reach and under-represented community members and groups
- 448 surveys completed
- 5151 votes in the voting tubes at community and employee pop-up events
- 519 vision board contributions at community and employee pop-up events
- 106 responses to the online ideas board and quick poll
- 339 participants in workshop activities
- 34 participants were involved in the Maroondah Community Panel

## The community told us they value:

- Our natural environment, including the parks, trees, flora and fauna
- Our location, proximity and accessibility
- Our local amenities, facilities, infrastructure
- Our local services, programs and events
- Local friends, family and neighbours and sense of community and belonging
- Our local shops and businesses



Maroondah 2050 community consultation.

The community described their future Maroondah as:





### The community would like a focus on:

- Being a welcoming and inclusive community that embraces and celebrates diversity
- Supporting our community, particularly residents experiencing vulnerability, marginalisation and disadvantage, families, seniors and young people
- Enhancing the health and wellbeing of our community
- Public facilities and spaces where our community can gather and connect
- Enhancing road, public and active transport options to make them safer, connected and more accessible
- More diverse and accessible housing that is sustainable, well-built and adds to the character of Maroondah
- Protecting and enhancing Maroondah's green, leafy natural environment
- More sustainable ways of living and working to reduce emissions and waste, and adapt to climate change
- Promoting arts and culture in Maroondah
- Enhancing Maroondah's local neighbourhood centres
- Supporting local businesses and facilitating employment opportunities
- Transparent and accountable governance
- Council continuing to consult and engage with the Maroondah community on matters that impact them
- Council continuing to collaborate and partner with the local community, organisations and businesses



*Celebrate Maroondah Dogs Day Out event at Parkwood Oval, Ringwood North.*



# Maroondah 2050 Community Vision

The Maroondah 2050 Community Vision is unique to Maroondah, sets the direction for our future together, and describes our community's aspirations for the future of the local area to the year 2050.

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

To bring the Maroondah 2050 Community Vision to life five future outcome areas have been identified. These outcome areas reflect the community's values, aspirations and priorities for the future of Maroondah.



### A healthy, inclusive and connected community

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



### A safe and liveable community

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



### A green and sustainable community

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



### A vibrant and prosperous community

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



### A well governed and empowered community

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





## A healthy, inclusive and connected community

### Our community's aspiration

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



## Our community said

Our community values the sense of community they feel in Maroondah, describing it as friendly, welcoming, inclusive and family orientated. Having local friends and neighbours contributes to their sense of belonging.

People also value the growing diversity in Maroondah, as well as the variety of activities, services, programs and events on offer, particularly those for families, young people and seniors.

When thinking about their aspirations for the future of Maroondah, our community used words such as connected, inclusive, accessible, affordable, healthy, friendly, welcoming, caring, supportive, diverse, and respectful.

In working towards their aspirations for the future, our community would like to see a high priority placed on community support, particularly for: residents experiencing vulnerability, marginalisation and disadvantage, people with a disability (and their carers), First Peoples, culturally and linguistically diverse communities, families, young people and seniors.

Our community would also like to see a focus on creating inclusive, welcoming and accessible places and spaces. They would like opportunities for people to come together to socially connect building a stronger sense of community and belonging, as well as continuing to be embracing of diversity, and promoting health and wellbeing.

The Maroondah Community Panel identified opportunities for community and social connection, and enhancing health and wellbeing, as key priorities for the future. They believe that by creating inclusive, welcoming and accessible opportunities for participation, celebrating all cultures, groups and uniqueness, enabling equitable access to health and wellbeing services, and ensuring support is available for residents experiencing vulnerability, marginalisation and disadvantage, we will be able to create a future Maroondah where no one is left behind.

*Left: Ringwood Golf.*



"It's friendly. People seem to care about the local area and each other."

"Continue to lead the way in inclusivity. Maroondah City Council, from what I can see, makes remarkable leaps forward for so many people ..."

"Provide opportunities for people to gather, create connections and pursue passions."

## The path ahead

To work towards a healthy, inclusive and connected community, Council will focus on:

- Providing inclusive and accessible places, spaces and facilities, for active and passive recreation, community gathering and social connection.
- Providing inclusive, accessible and welcoming programs, services, initiatives, and events that create opportunities for social interaction, promote wellbeing and build resilience.
- Promoting equity, respect and understanding to foster an inclusive community where everyone is welcome and valued.
- Partnering to support the needs of people in Maroondah who experience vulnerability, marginalisation or disadvantage.
- Partnering with the traditional custodians of Maroondah to acknowledge, celebrate and engage with Maroondah's First People's heritage, culture and communities.

## Measuring our progress

We will know we are making progress when we see:

- More residents reporting their health as very good or excellent.<sup>1</sup>
- Less residents with a long term health condition.<sup>2</sup>
- More residents reporting their satisfaction with life as high or very high.<sup>1</sup>
- More residents reporting that they feel connected within the community.<sup>1</sup>



*Growing and Wellbeing Activity Day., Ringwood.*

1. Victorian Population Health Survey  
2. Australian Bureau of Statistics





## A safe and liveable community

### Our community's aspiration

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



## Our community said

Our community values the location of Maroondah, and the accessibility it affords to both the Melbourne CBD – by car and train – and scenic locations such as the Yarra Valley and Dandenong Ranges.

Our community believes Maroondah provides the best of both worlds within one municipality. Abundant open space, larger block sizes, and the green, leafy natural environment contribute to a sense of space and a quiet, peaceful and safe locale. At the same time, Maroondah is well serviced by amenities, facilities, infrastructure and services which enable residents to meet most of their needs locally.

When thinking about their aspirations for the future of Maroondah, our community used words such as liveable, accessible, connected, safe and clean.

In working towards their aspirations for the future, our community would like to see a high priority placed on providing community facilities and spaces that are well maintained, multi-use, and which facilitate community gathering and social connections.

Our community would also like to see a focus on enhancing all transport modes, a greater diversity of housing, ensuring suitable and sustainable development within Maroondah, and revitalising local neighbourhood centres.

The Maroondah Community Panel identified housing and transport as key priorities for the future. They see the need for an increasingly diverse range of housing which is physically and financially accessible, with design that adds to the character of Maroondah. A transport network that is timely, connected and enables choice between transport modes was also considered important.

*Left: Ringwood East Station.*



“Responsible urban planning to protect green spaces and natural views to the Dandenong Ranges.”

“Safe clean green municipality with great community connections good education opportunities as well sport and art and outdoor enjoyment.”

“Array of amenities (health, sporting, community) set in a location with convenient connections (public transport and roads) which has a green leafy aspect.”

## The path ahead

To work towards a safe and liveable community Council will focus on:

- Partnering to deliver programs, initiatives and infrastructure improvements that enhance community safety.
- Advocating to preserve and enhance the valued and unique attributes of Maroondah's neighbourhoods and activity centres.
- Advocating for the sustainable development of Maroondah's activity centres.
- Strategically planning and advocating for the future built environment needs of the Maroondah community, including housing, transport, infrastructure, facilities, land use, and open space.
- Providing appropriately located community precincts and facilities that meet the diverse needs of our current and future community.
- Enhancing pedestrian and cycling infrastructure in Maroondah to enable safe, accessible and connected active transport options.

## Measuring our progress

We will know we are making progress when we see:

- Reductions in crime rates.<sup>1</sup>
- Increase in Maroondah's liveability rating.<sup>2</sup>
- More diverse housing options (dwelling types) available.<sup>3</sup>
- More residences located near a bicycle facility, bus stop or train station.<sup>4</sup>



*Croydon Community Wellbeing Precinct artist impression.*

1. Crime Statistics Agency Victoria
2. Australia Urban Observatory
3. Australian Bureau of Statistics
4. Internal data





## A green and sustainable community

### Our community's aspiration

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



## Our community said

Our community values Maroondah's natural environment and landscape. Maroondah's trees, parks, reserves and green open spaces are important for creating the green, leafy feel that Maroondah is renowned for. Parks, trails and green open spaces were also seen as an idyllic setting for undertaking active and passive outdoor recreation activities and community gathering.

Maroondah's natural wildlife, flora and fauna were also highly valued by the community.

When thinking about their aspirations for the future of Maroondah our community used words such as green, sustainable and nature.

In working towards their aspirations for the future, our community would like to see a high priority placed on protecting and enhancing Maroondah's natural environment including green open spaces (such as parks and nature reserves), tree canopy, biodiversity, biolinks and habitat corridors, and native and indigenous flora and fauna.

Our community would also like to see a focus on improving sustainability in Maroondah including investment in sustainable energy sources, sustainability education programs and initiatives, enhancing existing waste management practices, promoting sustainable transport options, and ensuring that future developments are sustainably designed and built. The community's suggestions were expressed in the hope that they would contribute to building climate resilience in Maroondah.

The Maroondah Community Panel identified sustainability as a key priority for the future. They expressed a need to focus on building climate resilience, reducing emissions, creating a circular economy, and intentionally preserving and enhancing green spaces, waterways and habitat corridors in Maroondah.

*Left: Tarralla Creek wetlands.*



"I most enjoy the plentiful reserves and greenery home to numerous wildlife. It is thoroughly well maintained."

"I love living in Maroondah because it's a lush and green area with numerous reserves dedicated to preserving native vegetation and wildlife ..."

"...put environmental sustainability at the forefront of everything we do. Encourage communities to reduce waste and improve energy efficiency..."

## The path ahead

To work towards a green and sustainable community Council will focus on:

- Preserving and enhancing Maroondah's parks, reserves, gardens, bushland, street and canopy trees, vegetation, indigenous plants, creek corridors, wetlands, and waterways.
- Protecting, restoring and enhancing biodiversity, biolinks and habitat corridors.
- Providing sector leadership (locally and regionally) in environmental sustainability and partnering to mitigate and adapt to the effects and impacts of climate change.
- Partnering to educate, encourage and incentivise the community to make more sustainable choices, minimise waste, and reuse, recycle and recover resources.

## Measuring our progress

We will know we are making progress when we see:

- Tree canopy cover maintained.<sup>1</sup>
- Natural habitat maintained.<sup>1</sup>
- More waste diverted from landfill.<sup>1</sup>
- Less Council and municipal greenhouse gas emissions.<sup>2</sup>



*City Nature Challenge, Croydon.*

1. Internal data

2. Internal data and Snapshot Climate





## A vibrant and prosperous community

### Our community's aspiration

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





## Our community said

Our community values the arts and cultural places, spaces and experiences available in Maroondah.

Our community also values Maroondah's larger activity centres and local neighbourhood centres, which together give them access to the range of amenities and services they need, and enables them to support local businesses, which facilitates job creation in Maroondah.

When thinking about aspirations for the future of Maroondah, our community used words such as culturally rich, vibrant, prosperous and thriving.

In working towards their aspirations for the future, our community would like to see a high priority placed on promoting arts and culture in Maroondah, supporting local businesses, and attracting new business and investment opportunities to Maroondah, to enhance the employment opportunities available within the municipality.

The Maroondah Community Panel identified business and economic sustainability as a key priority for the future. They expressed a desire to give more people the opportunity to live and work locally, and enable them to focus on continuing to build a strong, thriving and socially responsible local economy. They also suggested a focus on innovation and support for alternative employment and business options.

*Left: Maroondah Festival.*



“Support for local businesses to encourage a thriving economy and a strong community.”

“Keeping that community feel in local shopping precincts, parks and reserves. Encouraging art spaces in many places in Maroondah.”

“Maroondah offers a diverse range of services. Whether it be a big shopping centre or a smaller hub...”

## The path ahead

To work towards a vibrant and prosperous community Council will focus on:

- Facilitating vibrant places and spaces through placemaking initiatives and events, enhancing cultural precincts and venues, and delivering a diverse range of arts and cultural initiatives and experiences.
- Promoting the competitive strengths of Maroondah and leveraging the strategic location and unique roles of the Ringwood Metropolitan Activity Centre, the Croydon Major Activity Centre and the Bayswater Business Precinct.
- Enhancing the accessibility and amenity of neighbourhood centres and commercial and industrial precincts across Maroondah.
- Providing support to businesses, encouraging innovation and supporting alternative modes of employment.
- Promoting skills development and employment pathways and opportunities for all people in Maroondah.

## Measuring our progress

We will know we are making progress when we see:

- More attendees at Maroondah's creative precincts and places.<sup>1</sup>
- Growth in businesses, jobs and economic output.<sup>2</sup>
- Growth in commercial and industrial investment.<sup>3</sup>
- More residents have access to employment locally.<sup>4</sup>



*Light Stitches: Illuminating Croydon's Indigenous Flowers, 2024, Kirsten Baade and Alinta Koehrer (Wurundjeri/Yorta Yorta) (image by Christian Capurro).*

1. Internal data
2. Australian Bureau of Statistics and REMPLAN
3. REMPLAN
4. Australian Bureau of Statistics





## A well governed and empowered community

### Our community's aspiration

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



## Our community said

Our community sees Maroondah City Council as open, progressive and well governed. They value the services, programs and events provided by Council, as well as the community facilities and infrastructure.

They also highly value Council's communication to and engagement with the community, and advocacy on behalf of the community.

When thinking about their aspirations for the future of Maroondah our community would like Council to lead by example, champion local needs, actively engage with and support the community, and strategically plan for the future.

In working towards their aspirations for the future, our community would like to see a high priority placed on the delivery of Council programs and services, particularly in relation to community support, as well as continuing to promote and run events for the community.

Our community would also like to see a focus on engagement with the Maroondah community, governing Maroondah ethically, transparently and efficiently, and continuing to collaborate and partner with the local community, organisations and businesses on a range of initiatives.

The Maroondah Community Panel identified principles for how they would like Council to operate in working towards the community vision. These principles were good governance, accountable, collaborative, responsive and innovative.

*Left: Maroondah 2050 community engagement.*

Maroondah 2050 Community Vision 33



"It is evolving as a  
progressive Council..."

"A municipality that  
listens and actions its  
community's needs..."

"...effort made to include  
and communicate with all  
citizens and residents."

## The path ahead

To work towards a well governed and empowered community Council will focus on:

- Ensuring transparent and accountable governance, and prioritising responsible, sustainable and timely management of Maroondah's resources.
- Fostering and leveraging local and regional partnerships.
- Advocating for and championing the needs and aspirations of the Maroondah community.
- Providing the Maroondah community with timely and accessible information on matters important to them.
- Undertaking meaningful, creative and inclusive engagement to understand community needs and aspirations.

## Measuring our progress

We will know we are making progress when we see:

- Local Government Performance Reporting Framework financial performance indicators within expected ranges.<sup>1</sup>
- Greater community satisfaction with overall performance of Council.<sup>2</sup>
- Greater community satisfaction with Council decisions.<sup>2</sup>
- Greater community satisfaction with Council consultation and engagement.<sup>2</sup>



*Maroondah Leisure team.*

1. Internal data  
2. Local Government Performance Reporting Framework Satisfaction Survey

# Making the vision a reality

## How the Maroondah 2050 Community Vision informs Council's work

The Maroondah 2050 Community Vision sets the strategic direction for Council.

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



## Role of the community and partners

Everyone who lives, works, learns or plays in Maroondah can take a proactive role in working towards the Maroondah 2050 Community.

Council will partner and continue to work with a wide range of stakeholders – individuals, families, community groups and organisations, service providers, local businesses, neighbouring Councils, and other levels of Government – to collaboratively build on our strengths, embrace opportunities and explore and find solutions to challenges.

There are many ways to be involved including membership on Council advisory committees, participating in community engagement opportunities, volunteering, or joining a community group.

## Monitoring progress

Monitoring progress towards the Maroondah 2050 Community Vision is a key focus of Council. There are many ways we gather evidence, data and information to ensure that as a community we are moving in the right direction.

Council undertakes research, collects data from various sources, conducts regular surveys, and undertakes a wide range of community engagement activities to understand what is happening in our community, which in turn informs our future planning.

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





#### To contact Council


**Call**

1300 88 22 33 or (03) 9298 4598  
SMS 0480 020 200  
Translating and Interpreter Service 13 14 50  
National Relay Service (NRS) 13 36 77


**Live chat online**

[www.maroondah.vic.gov.au](http://www.maroondah.vic.gov.au)


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**Follow our social media**








# Local Government Performance Reporting Framework

2024/25 Reporting Year



Service Performance Indicator Results – YTD Quarter 3  
(1 July 2024 – 31 March 2025)



# Introduction





The Local Government Performance Reporting Framework (LGPRF) is a Victorian Government initiative which seeks to:

- Improve both the transparency and accountability of Council performance to ratepayers
- Provide a meaningful set of information for both the local and broader community

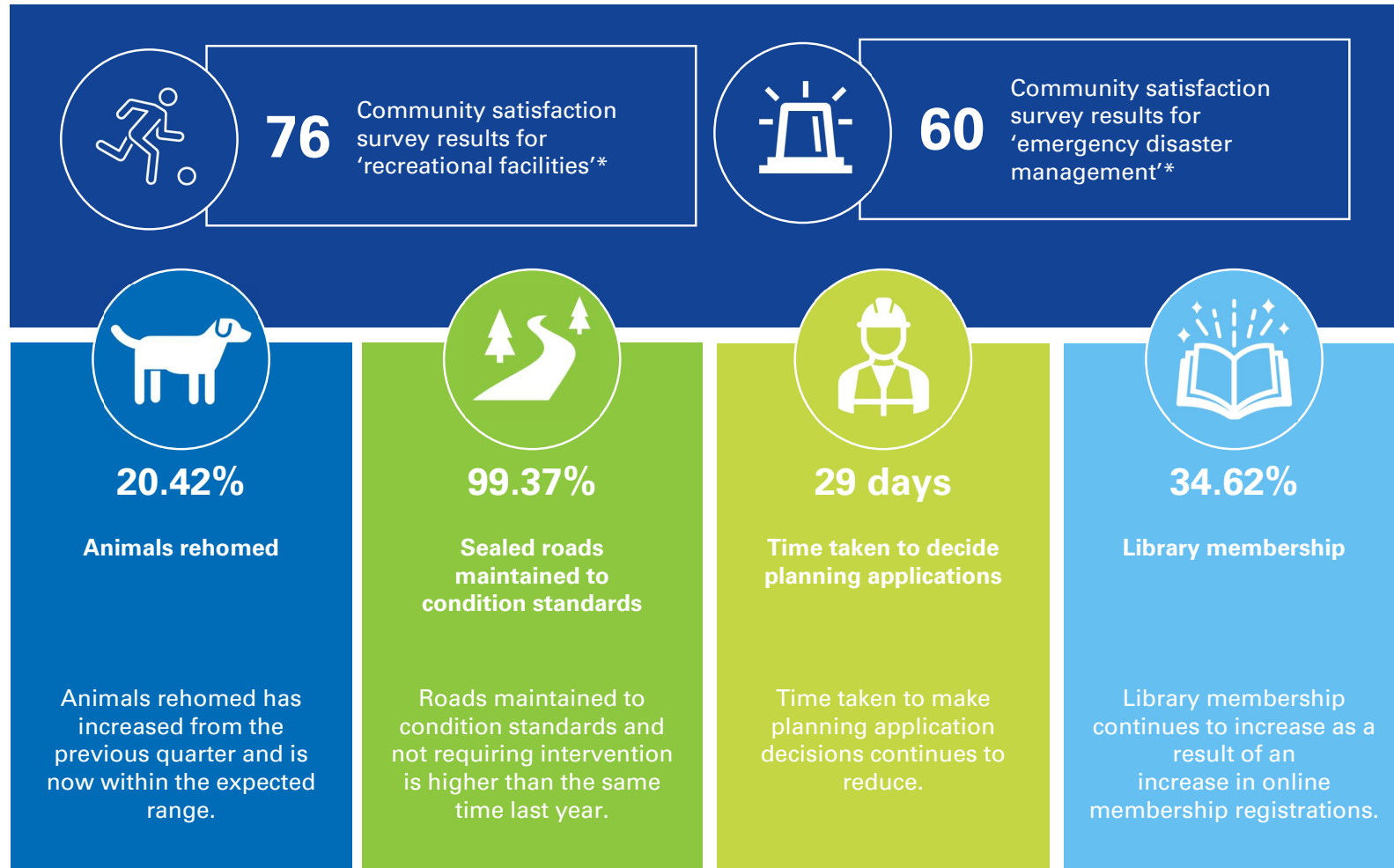
The framework includes a specific range of key performance measures, as well as a checklist of governance and management items, which collectively build a comprehensive picture of Council performance over time.

The following report responds to the LGPRF service performance indicator results, to the end of Q3 2024/25.

The following status icons assist the reader in interpreting the service performance results:

	The result is currently on track / progressing as expected / within expected range for the reporting period
	The result is neutral / is yet to be finalised / is being monitored
	The result is not on track / is not progressing as expected / is outside of the expected range for the reporting period
	The result is not available / or is a new measure with no comparison data available




## Highlights





## Animal management



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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Timeliness</b> Time taken to action animal requests	Number of days taken to action animal requests	1.03 Days	1.04 Days	1.03 days	1.01 days	This measure relates to the average number of days between the receipt of an animal management request and the first action response. The time taken to action animal management requests continues to remain low due to Council's responsive approach.	
<b>Service Standards</b> Animals reclaimed	% of collected animals reclaimed	59.86%	70.94%	69.75%	65.45%	This measure relates to the percentage of collected registrable animals reclaimed under the Domestic Animals Act 1994. The number of animals reclaimed has decreased but is still within expected the range. Council continues to focus on reuniting animals with their owners.	
<b>Service Standards</b> Animals rehomed	% of animals rehomed	20.42%	16.83%	15.92%	18.79%	This measure relates to the percentage of collected registrable animals under the Domestic Animals Act 1994 who are subsequently rehomed. The number of animals rehomed is higher than the same time in the previous year.	



## Animal management

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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Service Cost</b>  Cost of the animal management service	Direct cost (\$) of the animal management service, per registered animal	\$4.59	\$3.79	\$6.15	\$5.25	This measure highlights the direct cost of Council's animal management service per registrable animal under the Domestic Animals Act 1994. The cost of animal management service is higher than the same time in the previous year but remains within the expected range.	
<b>Health and Safety</b>  Animal management prosecutions	Percentage of prosecutions per unclaimed collected registrable animals, under the Domestic Animals Act 1994, which are rehomed.	100%	100%	100%	100%	This measure highlights the percentage of successful animal management prosecutions under the Domestic Animals Act 1994. The percentage of animal management prosecutions which are successful remains at 100%.	



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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Service Standards</b>  Health inspections of aquatic facilities	Number of health inspections per Council aquatic facility	3 inspection	2 inspections	4 inspections	1 inspection	Health inspections of Council's aquatic facilities are conducted annually. Council will continue to conduct aquatic facility inspections across all three aquatic facilities throughout the year.	
<b>Utilisation</b>  Utilisation of aquatic facilities	Number of visits to aquatic facilities per head of municipal population	8.27 visits	8.63 visits	11.02 visits	9.43 visits	This measure relates to the number of visits to Council's aquatic facilities per head of the municipal population. The utilisation rate of aquatic facilities is consistent with the same time in the previous year.	
<b>Service Cost</b>  Cost of aquatic facilities	Direct cost (\$), less income/revenue received for providing aquatic facilities, per visit	\$-1.18	\$-1.21	\$-1.14	\$0.31	This measure relates to the overall cost of running Council aquatic facilities, less revenue received. This measure indicates positive and consistent financial performance.	



## Food Safety

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

Service indicator/measure	Measure expressed as:	YTD Calendar Year (Q1) 2025	YTD Calendar Year (Q1) 2024	EoY Calendar Year 2024	EoY Calendar Year 2023	Comment	Status
<b>Timeliness</b>  Time taken to action food complaints	Number of days taken to action food complaints	1.35 days	1.42 days	1.47 days	1.46 days	This indicator measures the average number of days taken for Council to respond to food complaints (from receipt of an issue to the first response action). The data provided is for the new 2025 calendar year. The number of days taken to action food complaints is less than two days. Environmental Health Officers (EHOs) continue to respond to customer matters as soon as they are received where possible.	
<b>Service Standards</b>  Food safety assessments	% of registered class 1 food premises and class 2 food premises, that receive an annual food safety assessment	6.19%	15.30%	99.49%	99.47%	This indicator measures the percentage of registered Class 1 and Class 2 food premises that receive an annual food safety assessment. The data provided is for the new 2025 calendar year. The lower result than the previous year is due to a DOH change in the requirements for class 2 food premises which has significantly reduced the total number of premises requiring an assessment.	





## Food Safety

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

Service indicator/measure	Measure expressed as:	YTD Calendar Year (Q1) 2025	YTD Calendar Year (Q1) 2025	EoY Calendar Year 2024	EoY Calendar Year 2023	Comment	Status
<b>Health and Safety Service Standards</b>  Critical and major non-compliance notifications	% of critical and major non-compliance outcome notifications, that are followed up by Council	81.08%	77.42%	100.00%	99.26%	This indicator measures the percentage of both critical and major non-compliance outcome notifications which are subsequently followed up by Council. The data provided is for the new 2025 calendar year. Outstanding non-compliance follow up inspections are being followed up immediately.	
<b>Service Standards</b>  Food Safety Samples	% of food samples obtained (per required number of food samples).	22.02%	14.47%	100.32%	101.34%	This indicator measures the percentage of food samples obtained (per the required number of food samples). The data provided is for the new 2025 calendar year. This result will progressively increase over the 2025 calendar year as food safety samples are undertaken.	
Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Service Cost</b>  Cost of the food safety service	Direct cost (\$) of the food safety service, per registered food premises	\$552.41	\$545.35	\$713.88	\$737.18	This measure shows the direct cost of providing food safety services (per food premises). The cost of the food safety service is comparable to that of the same time in the previous year.	



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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Transparency</b>  Council resolutions at meetings closed to the public	% of Council resolutions made at meetings closed to the public	11.11%	8.16%	9.93%	7.69%	This indicator measures the percentage of Council resolutions at an Ordinary, or Special Council meeting, or at a meeting of a Special Committee of Council, consisting only of Councillors (and which are closed to the public under Section 66 of the Local Government Act 2020). The increase in the percentage of Council resolutions made at meetings closed to the public is primarily due to the increased number of tender evaluation recommendations/reports that required Council approval.	
<b>Consultation and engagement</b>  Satisfaction with community consultation and engagement	Satisfaction rating out of 100	Results to be released in Q4 2024/25	N/A	59	56	Community satisfaction is measured in the annual Maroondah Community Satisfaction Survey. Results will be available in June 2025.	



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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Attendance</b> Council attendance at Council meetings	% of Councillor attendance at ordinary and special Council meetings	94.44%	82.72%	82.41%	89.81%	A number of Ordinary and Special meetings of Council are held annually. This indicator measures overall Councillor attendance at these meetings.	
<b>Service Cost</b> Cost of elected representation	Direct cost (\$) of Council governance, per Councillor	\$47,663.44	\$46,985.78	\$63,908.11	\$60,914.56	This measure relates to the direct cost of delivering Council's Governance service (per elected representative). The cost of elected representation is comparable to the same time in the previous year.	
<b>Decision making</b> Satisfaction with Council decisions	Satisfaction rating out of 100	Results to be released in Q4 2024/25	N/A	60	58	Community satisfaction is measured in the annual Maroondah Community Satisfaction Survey. Results will be available in June 2025.	



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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Resource standard</b>  Recently purchased library collection	% of the library collection that has been purchased in the last 5 years	77.67%	74.53%	77.97%	76.97%	This measure refers to the percentage of the library collection which has been purchased over the last five years. The percentage of recently purchased library collection items now include, digital items available through the 'Boo Book Consortium'.	
<b>Service Cost</b>  Cost of library service	Direct cost (\$) of the library service	\$18.87	\$14.82	\$25.64	\$20.21	This measure captures the direct cost of the library service (per municipal population). The cost of the library service has increased when compared to the same time last year.	
<b>Utilisation</b>  Library loans per population	Number of collection item loans, per population	6.71	6.89	9.18	N/A	This measure captures the number of collection item (loans), per head of the municipal population. Loans per population are comparable to the same time last year.	






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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Participation</b>  Library membership	% of resident municipal population who are registered library members	34.62%	28.84%	34.88%	N/A	This measure shows the percentage of the resident municipal population who are registered library members. There has been an increase in library membership compared to the same time last year. This is largely attributed to an increase in online membership registrations.	
<b>Participation</b>  Library visit per head of population	Library visits per head of population	2.78	3.18	4.35	N/A	This measure shows the number of library visits per head of municipal population. Library visits per head of the population are comparable to the same time last year.	



## Maternal and Child Health (MCH)



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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Service Standards</b>  Infant enrolments in the MCH service	% of infants enrolled in the MCH service	100.42%	100.77%	101.24%	100.97%	The MCH service enrolls newborn infants in the service (for home visits) following receipt of a birth notification from the hospital. This result is consistent with the birth notices received by Council, with some variation due to the families of infants moving into and out of the municipality.	
<b>Service Cost</b>  Cost of the MCH service	\$ cost of the MCH service, per hour of service delivered	\$80.19	\$76.59	\$58.48	\$76.45	This measure shows the cost of delivering Council's MCH service, per hours of delivered service. Additional programs, including the Saturday clinic and Dad's Connect Sessions, have resulted in a slight increase in the cost of delivering the MCH services.	
<b>Participation</b>  Participation in the MCH service	% of children enrolled who participate in the MCH service	42.48%	61.99%	74.54%	75.16%	This measure shows the participation of children in key age and stage MCH visits. Participation in the MCH service for this time period has shown significant variation over previous years. This indicator will be monitored in forthcoming quarters.	



## Maternal and Child Health

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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Participation</b>  Participation in MCH service by Aboriginal children	% of Aboriginal children enrolled, who participate in the MCH service	44.95%	59.63%	82.73%	77.08%	This measure shows the percentage of Aboriginal children enrolled and participate in the service. Participation of Aboriginal children in the MCH has decreased. Participation rates can vary over time due to families accessing services that are culturally relevant to their needs but may be outside of the municipality.	
<b>Participation</b>  Participation in first MCH home visit	% of infants enrolled in the MCH service, who receive the first MCH home visit	94.69%	97.79%	97.68%	95.72%	This measure shows the percentage of infants enrolled in the MCH service who participated in their 4-week KAS (Key Ages and Stages) visit. Participation in 4-week Key Age and Stage visit generally continues at the same rate as birth notifications received but is influenced by appointments scheduled and not yet attended at time of reporting.	



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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Satisfaction of use</b>  Sealed local road requests	Number of sealed local road requests per 100 kilometres of sealed local road	87.32%	75.47%	103.53%	131.39%	Road requests are defined as customer requests logged in Council's corporate customer service application, <i>Infor Pathway</i> . There has been an increase in sealed local road requests compared to the same time in the previous year. Requests include such factors as: line marking, pothole repairs, damaged roads and patching, and road sweeping.	
<b>Condition</b>  Sealed local road below the intervention level	% of sealed local roads that are below the renewal intervention level	99.37%	97.71%	97.71%	97.71%	Council defines the intervention level to be a road condition rating equivalent to 'very poor', with almost all sealed local roads above the level for intervention.	
<b>Service Cost</b>  Cost of sealed local road reconstruction	Direct (\$) reconstruction cost per square metre of sealed local roads reconstructed	Results to be released in Q4 2024/25	N/A	\$304.93	\$238.00	This measure shows the total project costs associated with the reconstruction of a sealed local road. Some works commenced during this quarter. However the full costs are not yet known. This measure will be updated in future quarters.	





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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Service Cost</b>  Cost of sealed local road resealing	Direct (\$) resealing cost per square metre of sealed local roads	Results to be released in Q4 2024/25	N/A	\$38.05	\$29.90	This measure shows the total project costs associated with the resealing of a sealed local road. Some works commenced during this quarter. However, the full costs are not yet known. This measure will be updated in future quarters.	●
<b>Satisfaction</b>  Satisfaction with sealed local roads	Satisfaction rating out of 100	Results to be released in Q4 2024/25	N/A	56	61	Satisfaction is measured in the annual Community Satisfaction Survey. Results will be made available at the end of the current financial year (June 2025).	●



## Statutory Planning

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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Timeliness</b>  Time taken to decide planning applications	Days between receipt of a planning application and a decision on the application	29	40	36	35	This measure shows the median number of days between the receipt of a planning application and the decision made regarding that application. The time taken to make a decision on planning applications remains low at 29 days (on average) for the quarter. This is better than the same time in the previous year.	●
<b>Service Standard</b>  Planning applications decided within required time frames	% of regular and VicSmart planning decisions made within legislated time frames	85.38%	74.87%	75.67%	73.99%	In accordance with the Planning and Environment Act 1987, 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 with Council. However, the legislation allows for the 60-day statutory clock to be stopped and recommenced in certain circumstances. The timeliness of decisions on planning application is higher in comparison to the same time in the previous year.	●



## Statutory Planning

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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Service Cost</b>  Cost of statutory planning service	Direct (\$) cost of the statutory planning service, per planning application	\$2,755.92	\$2,743.66	\$2,622.36	\$2,784.56	This measure shows the direct cost to Council to provide the statutory planning service, per planning application received. The cost of the statutory planning service is comparable to the same time in the previous year.	●
<b>Decision Making</b>  Planning decisions upheld at VCAT	% of decisions subject to review by VCAT that were not set aside	80.00%	84.62%	87.50%	95.45%	If an applicant disagrees with a decision of Council (in relation to a planning application) they can appeal that decision at the Victorian Civil and Administrative Tribunal (VCAT). The percentage of decisions upheld by VCAT is slightly lower compared to the same time in the previous year. The result still remains high and is within its expected range.	●



## Waste Collection

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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Service Standard</b>  Kerbside collection, bins missed	Number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts	3.15	3.57	3.72	4.65	This indicator shows the ratio of bins missed (scheduled bin collections). This includes 120L, 80L, a second bin and fortnightly recycling kerbside bin collections. There was a slight reduction in the kerbside bin missed collection requests compared to the same time in the previous year.	
<b>Service Cost</b>  Cost of kerbside garbage collection service	Direct (\$) cost of the kerbside garbage bin collection service, per kerbside garbage collection bin	\$107.34	\$96.37	\$137.31	\$133.26	This measure highlights the direct cost to Council to provide the kerbside garbage bin collection service (per kerbside garbage bin). The cost of the kerbside garbage collection service is higher than the same time in the previous year.	
<b>Service Cost</b>  Cost of kerbside recyclables collection service	Direct (\$) cost of the kerbside recyclables collection service, per kerbside recyclables collection bin	\$50.39	\$51.48	\$66.42	\$66.22	This measure shows the direct cost to Council to provide the kerbside recyclables collection service per kerbside recyclables bin. The cost of recyclable bin collections is slightly below the same time in the previous year.	



Waste Collection

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

Service indicator/measure	Measure expressed as:	Q3 YTD 2024/25	Q3 YTD 2023/24	EoY 2023/24	EoY 2022/23	Comment	Status
<b>Service Cost</b>  Kerbside collection waste diverted from landfill	% of garbage, recyclables and green organics collected from kerbside bins that is subsequently diverted from landfill	58.41%	60.00%	59.30%	56.22%	This measure shows the percentage of garbage, recyclables and green organics collected from kerbside bins which are then diverted from landfill. There has been slight reduction in the percentage of kerbside waste diverted from landfill. It is possible that this is due to the introduction of the Container Deposit Scheme (CDS) diverting materials out of the recycling stream.	



# FINANCIAL REPORT

FOR 9 MONTHS ENDED 31 MARCH 2025

Quarterly Financial Report - Nine months ended 31 March 2025

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Quarterly Financial Report - Nine months ended 31 March 2025

## 1. Income Statement

For the nine months ending 31 March 2025

	YTD Forecast Budget \$'000	YTD Actual Results \$'000	YTD Forecast Variance \$'000	Annual Forecast \$'000	Adopted Budget \$'000	Variance Adopted To Forecast \$'000
<b>Income</b>						
Rates & charges	111,439	111,439	(0)	111,693	111,667	26
Statutory fees & fines	3,803	3,758	(44)	5,409	5,985	(576)
User fees	25,280	25,111	(169)	32,556	32,925	(369)
Contributions - cash	4,701	4,700	(2)	6,875	7,471	(596)
Grants - operating (recurrent)	7,928	7,925	(3)	8,846	8,626	220
Grants - operating (non-recurrent)	1,220	1,220	(0)	1,526	389	1,137
Other income	4,003	4,030	27	5,033	5,006	27
Net gain (loss) on disposal of property, infrastructure, plant & equipment	999	1,053	55	120	768	(648)
<b>Total income</b>	<b>159,373</b>	<b>159,236</b>	<b>(138)</b>	<b>172,057</b>	<b>172,836</b>	<b>(779)</b>
<b>Expenses</b>						
Employee costs	53,859	54,008	(149)	70,431	70,932	500
Materials and services	26,993	26,425	568	36,775	35,579	(1,196)
Bad & Doubtful Debt	704	704	0	704	0	(704)
Contractors	21,072	20,889	183	29,118	29,355	237
Depreciation and amortisation	22,003	22,003	0	27,153	30,442	3,289
Amortisation - right of use assets	0	0	0	1,636	1,529	(107)
Amortisation - Intangible Assets	249	249	0	332	0	(332)
Finance costs	417	417	0	788	788	0
Finance costs - leases	0	0	0	400	182	(218)
Other expenses	1,201	1,156	44	642	831	189
<b>Total expenses</b>	<b>126,498</b>	<b>125,851</b>	<b>646</b>	<b>167,980</b>	<b>169,638</b>	<b>1,659</b>
<b>Underlying surplus (deficit)</b>	<b>32,876</b>	<b>33,384</b>	<b>509</b>	<b>4,078</b>	<b>3,198</b>	<b>880</b>
Contributions - Capital	478	479	(1)	1,742	226	1,516
Grants - Capital (recurrent and non- recurrent)	21,757	21,757	2	26,142	26,708	(566)
<b>Comprehensive result</b>	<b>55,111</b>	<b>55,621</b>	<b>510</b>	<b>31,962</b>	<b>30,132</b>	<b>1,830</b>

Quarterly Financial Report - Nine months ended 31 March 2025

## 2. Balance Sheet

As at 31 March 2025

	31/03/2025	31/03/2024	30/06/2024
	\$ '000	\$ '000	\$ '000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	22,757	24,335	51,352
Trade and other receivables	40,706	29,855	12,327
Other financial assets	62,178	76,888	36,001
Inventories	615	534	472
Contract assets	82	0	51
Prepayments	336	340	871
Non-current assets classified as "held for sale"	826	0	826
<b>Total current assets</b>	<b>127,500</b>	<b>131,952</b>	<b>101,900</b>
<b>Non-current assets</b>			
Trade and other receivables	90	313	90
Investments in Associates, Joint Arrangements and Subsidiaries	2,105	1,916	2,105
Property, Infrastructure, Plant and Equipment	2,220,905	2,084,048	2,200,983
Intangible assets	1,051	1,053	1,051
Right Of Use Asset	7,286	8,653	7,285
<b>Total non-current assets</b>	<b>2,231,437</b>	<b>2,095,983</b>	<b>2,211,514</b>
<b>Total assets</b>	<b>2,358,937</b>	<b>2,227,935</b>	<b>2,313,414</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	(28,539)	(27,535)	(32,158)
Provisions	(15,669)	(14,910)	(15,066)
Contract and other liabilities	(1,091)	(7,029)	(15,288)
Trust funds and deposits	(14,427)	(12,616)	(5,856)
Interest Bearing Liabilities	(1,875)	(1,149)	(2,962)
Current Lease Liabilities	(1,119)	(1,451)	(1,119)
<b>Total current liabilities</b>	<b>(62,720)</b>	<b>(64,690)</b>	<b>(72,449)</b>
<b>Non-current liabilities</b>			
Trust funds and deposits	(6)	(132)	(6)
Contract and other liabilities	(225)	(11,043)	(225)
Provisions	(1,331)	(1,111)	(1,331)
Interest-bearing liabilities	(15,393)	(19,010)	(15,763)
Lease liabilities	(6,379)	(7,294)	(6,379)
<b>Total non-current liabilities</b>	<b>(23,334)</b>	<b>(38,590)</b>	<b>(23,704)</b>
<b>Total liabilities</b>	<b>(86,054)</b>	<b>(103,280)</b>	<b>(96,153)</b>
<b>Net assets</b>	<b>2,272,883</b>	<b>2,124,655</b>	<b>2,217,261</b>
<b>Equity</b>			
Accumulated surplus	887,503	846,932	877,459
Surplus (deficit) for period	55,621	29,955	12,542
Reserves	1,329,759	1,247,768	1,327,260
<b>Total equity</b>	<b>2,272,883</b>	<b>2,124,655</b>	<b>2,217,261</b>

Quarterly Financial Report - Nine months ended 31 March 2025

### 3. Statement of Cash Flows

For the nine months ended 31 March 2025

	31/03/2025	31/03/2024
	\$'000	\$'000
<b>Cash flows from operating activities</b>		
Rates and charges	89,730	84,966
Statutory fees and fines	3,758	4,017
User fees	25,452	27,454
Grants - operating	8,287	4,547
Grants - capital	1,280	2,685
Contributions - monetary	5,178	4,549
Interest received	2,962	2,472
Trust funds and deposits taken	24,938	16,897
Other receipts	51	850
Net GST refund/payment	292	242
Employee costs	(53,119)	(51,546)
Materials and services	(50,858)	(49,390)
Trust funds and deposits repaid	(16,663)	(10,588)
<b>Net cash provided by/ (used in) operating activities</b>	<b>41,289</b>	<b>37,155</b>
<b>Cash flows from investing activities</b>		
Payments for property, infrastructure, plant and equipment	(42,929)	(23,708)
Proceeds from sales of property, infrastructure, plant and equipment	1,097	1,018
Payments for investments	(113,075)	(144,571)
Proceeds from sales of investments	86,898	82,257
<b>Net cash provided by/ (used in) investing activities</b>	<b>(68,009)</b>	<b>(85,004)</b>
<b>Cash flows from financing activities</b>		
Finance costs	(417)	(473)
Repayment of borrowings	(1,458)	(1,403)
Interest paid - lease liability	0	0
Repayment of lease liabilities	0	0
<b>Net cash provided by/ (used in) financing activities</b>	<b>(1,875)</b>	<b>(1,876)</b>
Net increase (decrease) in cash and cash equivalents	(28,595)	(49,726)
Cash and cash equivalents at the beginning of the period	51,352	74,061
<b>Cash and cash equivalents at the end of the financial period</b>	<b>22,757</b>	<b>24,335</b>

Quarterly Financial Report - Nine months ended 31 March 2025

#### 4. Statement of Capital Works

For the nine months ending 31 March 2025

	YTD Forecast Budget \$'000	YTD Actual * \$'000	YTD Bud Var \$'000	Forecast Budget ** \$'000	Amount Carried Forward \$'000	Adopted Budget \$'000
<b>Classification</b>						
Buildings	5,426	5,620	(194)	12,698	4,341	12,670
Roads	3,596	3,596	0	6,644	1,127	4,295
Footpaths and cycleways	1,636	1,629	6	2,869	103	3,292
Carparks	19,968	19,971	(3)	26,988	0	28,120
Drainage	3,307	3,308	(0)	4,724	425	3,785
Waste management	24	24	0	75	25	50
Other capital roads and drainage	296	360	(65)	701	(25)	1,165
Recreational leisure and community facilities	2,852	2,889	(37)	3,278	225	1,971
Parks and open space	907	1,119	(211)	3,067	551	2,736
Commercial centres	138	138	0	159	39	50
Fixtures, fittings and furniture	96	129	(33)	277	16	122
Plant, machinery and equipment	2,498	2,970	(472)	3,320	(173)	3,347
Computers and telecommunications	106	131	(25)	861	310	516
Property sales	0	37	(37)	0	0	0
Building renewal	998	995	2	1,297	0	3,366
<b>Total capital works</b>	<b>41,848</b>	<b>42,916</b>	<b>(1,068)</b>	<b>66,955</b>	<b>6,965</b>	<b>65,485</b>

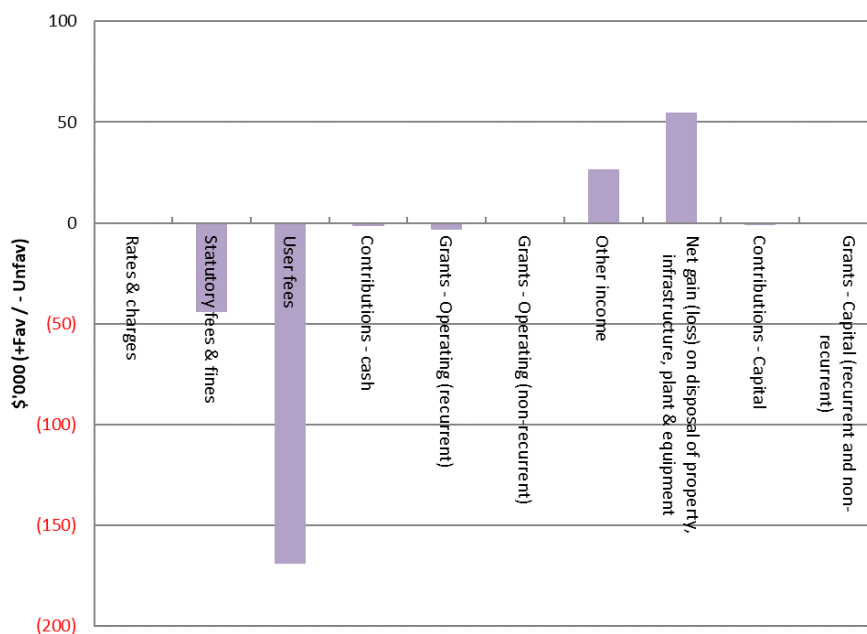
\* YTD Actual expenditure includes Carried Forwards

\*\* Forecast Budget expenditure includes Carried Forwards

Quarterly Financial Report - Nine months ended 31 March 2025

## 5. Financial and Capital Analysis

### Income – YTD Forecast Budget variances



The graph illustrates how each income stream is performing year to date against forecast, by variance. Key variances of note include:

#### Unfavourable Variances:

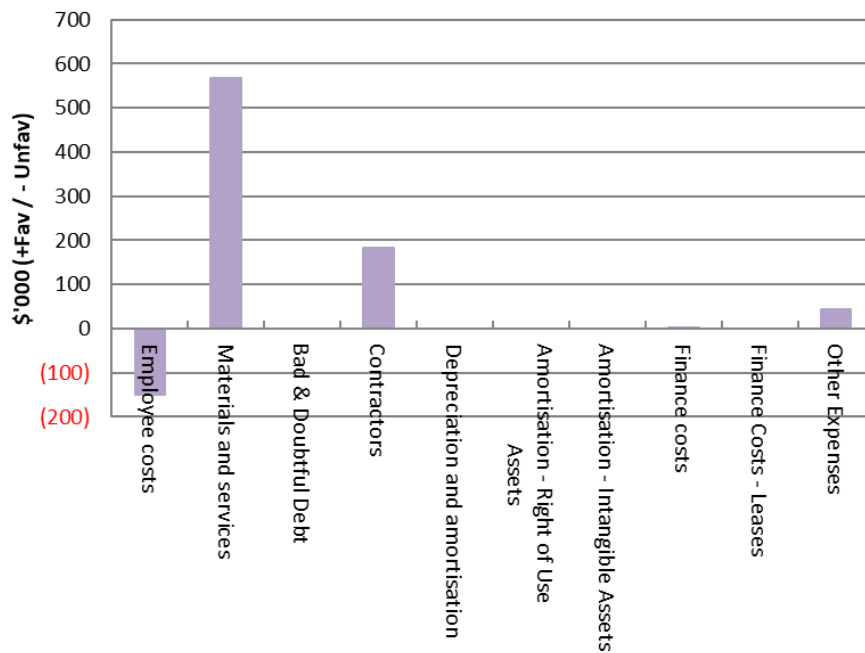
- User Fees (\$169k) - Mainly driven by (\$49k) Engineering Services, (\$36k) Leisure, (\$32k) Community Safety and (\$24k) Statutory Planning
- Statutory fees & fines (\$44k) - Represents in the areas of (\$30k) Engineering & Building, (\$11k) Statutory Planning and (\$4k) Community Safety

#### Favourable Variances:

- Net gain (loss) on disposal of property, infrastructure, plant & equipment \$55k - Related to Plant & Fleet sales
- Other income \$27k - Mainly related to Heathmont Rd and Palmerston Rd property sales

Quarterly Financial Report - Nine months ended 31 March 2025

### Expenses – YTD Forecast Budget variances



The table illustrates how each expense stream is tracking year to date against forecast, by variance. Key variances of note include:

#### Unfavourable Variance:

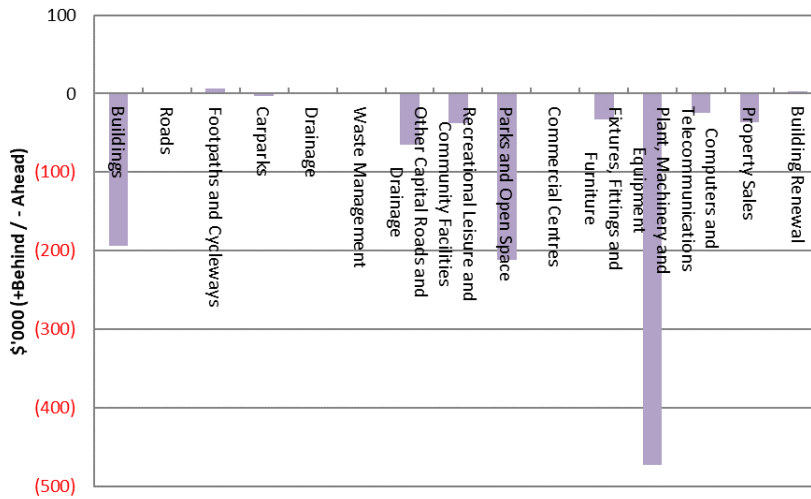
- Employee costs (\$149k) - Timing variance represents in the areas of (\$116k) Leisure and (\$32k) People & Culture

#### Favourable Variances:

- Materials and Services \$568k - Mainly represents in the areas of \$119k People & Culture, \$115k Cyber & Technology, \$61k Community Services, \$41k Engineering & Building, \$34k Finance & Commercial, \$30k City Futures and \$25k Governance & Performance
- Contractors \$183k - Mainly driven by timing variances in \$117k Waste Management and \$52k City Futures

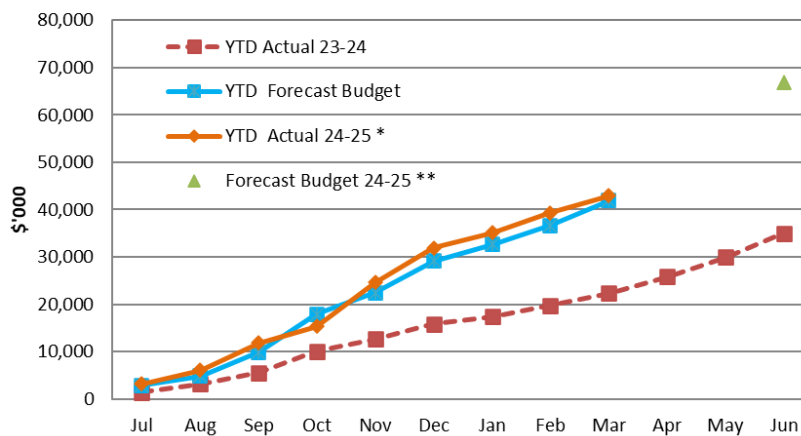
Quarterly Financial Report - Nine months ended 31 March 2025

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



The graph above indicates year to date variance against Forecast per classification. (Represents table 4 above - Statement of Capital works)

### Capital works YTD expenditure cumulative



\*YTD Actual expenditure includes Carried Forwards

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

This graph demonstrate that the capital program is on par with overall budget predictions.

The Forecast Capital Expenditure program for 2024/25 is \$67 million. A carry forward amount from 2023/24 of \$7 million is included in the forecast for the current period.

The chart above indicates how Council is performing year to date against the forecast, as well as how we are tracking to achieve the period end target of \$42 million. Council has spent 64% of its total forecast at the end of the third quarter.

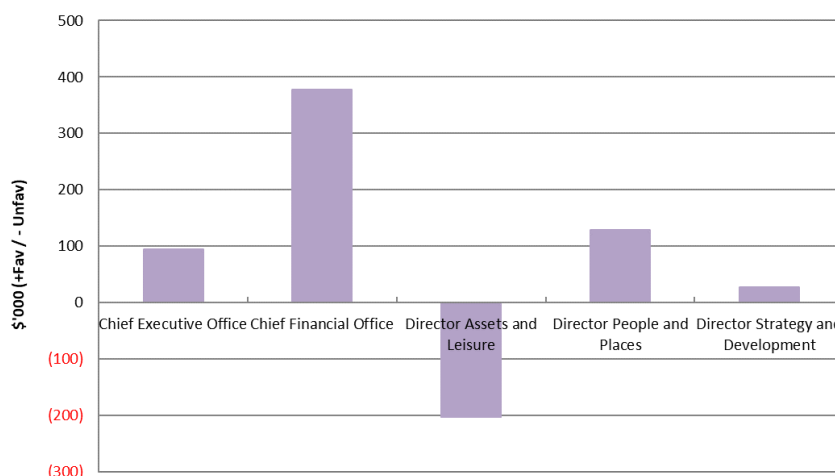


Quarterly Financial Report - Nine months ended 31 March 2025

**Directorate Analysis**

	YTD Forecast Net \$'000	YTD Actual Net \$'000	YTD Bud Var Net \$'000	Annual Forecast Net \$'000
<b>Department</b>				
Chief Executive Office	(1,474)	(1,380)	94	(1,863)
Chief Financial Office	(23,034)	(22,654)	378	(33,583)
Director Assets and Leisure	(18,506)	(18,710)	(204)	(25,266)
Director People and Places	(12,756)	(12,627)	129	(17,544)
Director Strategy and Development	(5,212)	(5,186)	27	(5,923)
	<u>(60,982)</u>	<u>(60,557)</u>	<u>424</u>	<u>(84,179)</u>
Capital Grants & Contributions	22,239	22,276	37	27,891
Net (Gain)/Loss on disposal of equipment	999	1,053	55	120
Other non-attributable *	<u>92,855</u>	<u>92,849</u>	<u>(6)</u>	<u>88,130</u>
<b>Comprehensive result</b>	<u>55,111</u>	<u>55,621</u>	<u>510</u>	<u>31,962</u>

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

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

This graph shows variances by the director level: -

\$378k favourable variance in Chief Financial Officer directorate are mainly related to timing variances in Cyber & Technology licensing and support fees and Waste Management Contractor expenses.

\$129k favourable variance in People & Places directorate is mainly in the areas of youth & children services and maternal child health and timing of spending on training in People & Culture area.

(\$204k) unfavourable variance in Asset & Leisure directorate is mainly related to operations and assets management.

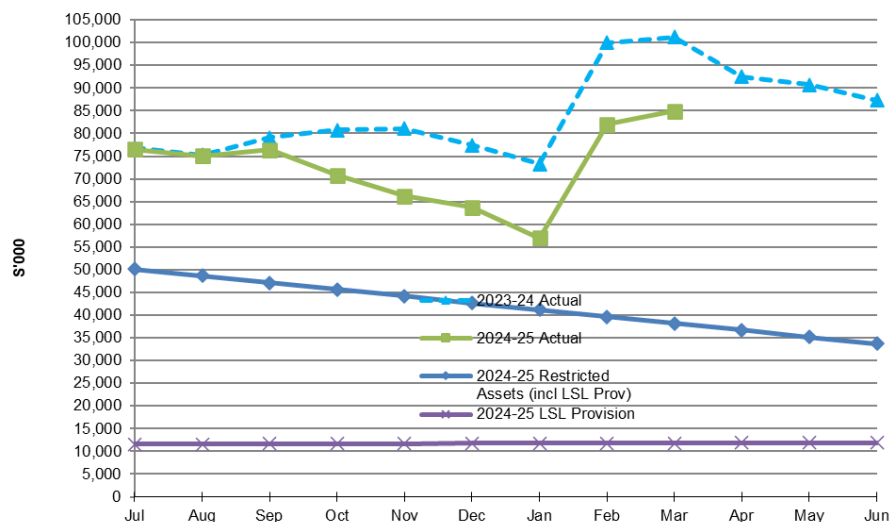
Quarterly Financial Report - Nine months ended 31 March 2025

## 6. Financial Position

	2024-25 Mar Actual \$'000	2023-24 Mar Actual \$'000	2024-25 Adopted Budget \$'000	2023-24 June EOFY Actual \$'000
Cash and investments	84,935	101,223	39,626	87,353
Net current assets	64,780	67,262	14,995	29,451
Net assets and total equity	2,272,883	2,124,655	2,136,438	2,217,261

The Financial Position as of 31 March 2025 shows cash and investment balances of \$84.94 million and a net current asset position of \$64.78 million. The net asset position as of 31 March 2025 is \$2.30 billion. Cash and investment balances are above expectations identified in the Long-Term Financial Strategy for the current period of 2024/2025.

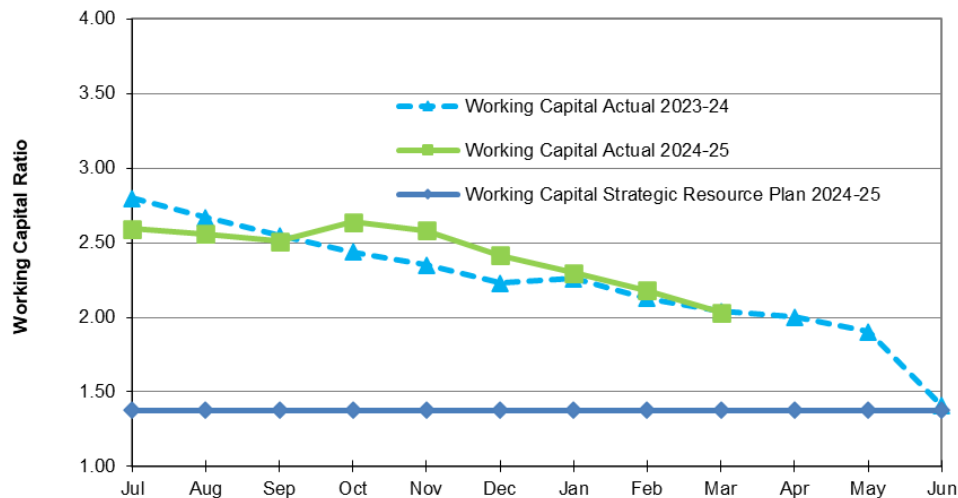
### Actual cash & investments balance by month



This graph reflects that there are sufficient cash reserves to cover both restricted assets and any fluctuations in cash flow. The levels fluctuate during the year in line with inflows from peak rate payment periods and expense cycles. Restricted Assets refer to unexpended grants and developer's contributions as well as provision for Long Service Leave.

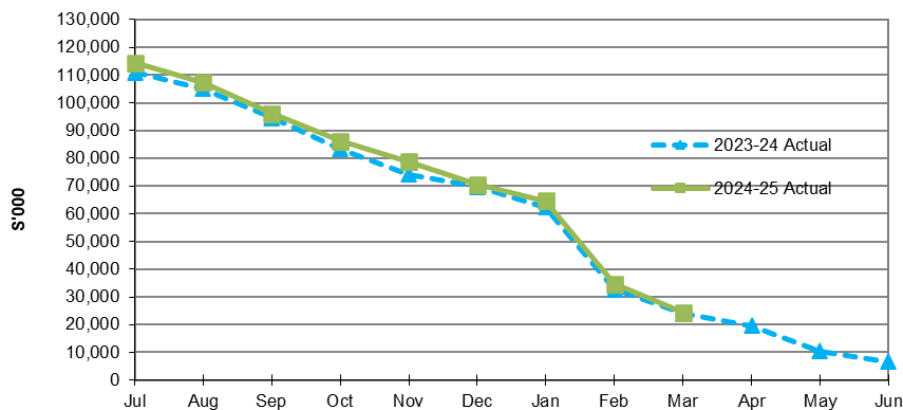
Quarterly Financial Report - Nine months ended 31 March 2025

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



The working capital ratio is a measure of liquidity. It is always essential for this figure to be greater than 1.00, with the VAGO recommended level being more than 1.50. Council's working capital ratio as of 31 March 2025 is 2.03.

### Actual rates outstanding balances by month

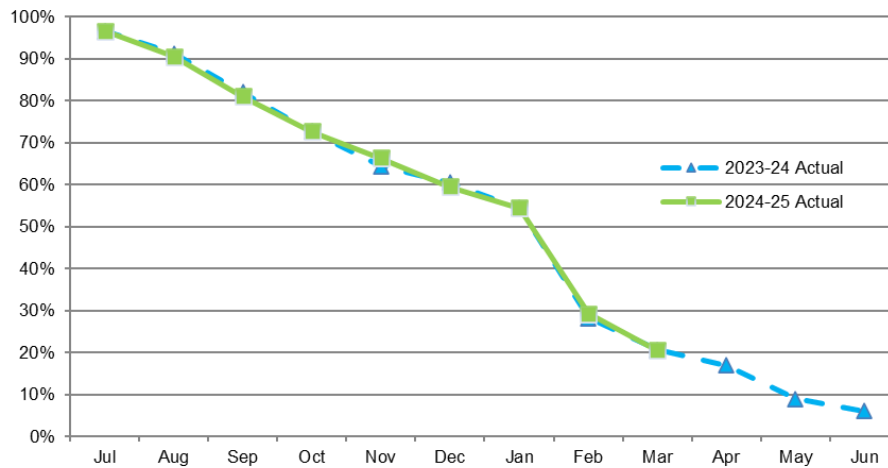


The chart above compares the rates outstanding as at 31 March 2025 to the same time last financial period. Our collection rate follows a similar pattern to previous periods, based on rate instalments occurring at set times throughout the financial period. Council has one of the highest debt recovery performances in comparison to other local government authorities.

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

Quarterly Financial Report - Nine months ended 31 March 2025

#### Rates debtor collection rate by %



Rate debtor's collection levels during 2024/2025 are in line with expectations, taking into account rates being struck in July of this year.

Quarterly Financial Report - Nine months ended 31 March 2025

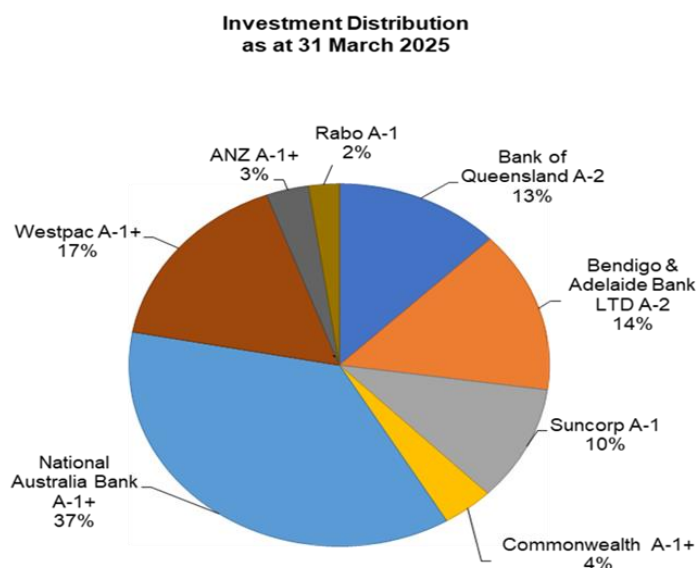
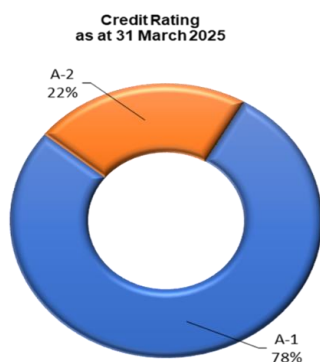
## 7. Cash and Investments

The following graphs indicate the diversification and credit ratings of the investment portfolio at the end of March 2025. Investments are made in accordance with Council's Investment Policy and all criteria specified in the Policy are met at the time the investments are made.

Council's Investment Policy is to maintain a well-balanced investment portfolio and amounts invested, at any time, should not exceed the following percentages of Councils' Portfolio.

Investment Grade		Max % of Total Investments	Max % Invested with Single Institution*
AAA/ AA+/AA/AA-/A+/A/A-	A-1+/ A-1	100%	60%
BBB+/ BBB	A-2	50%	15%
BBB-	A-3	10%	15%

\*Excludes cash balances held in Council's At-Call or 11AM accounts.



Quarterly Financial Report - Nine months ended 31 March 2025

Investments as at 31/03/2025							
Institution	Credit Rating	Maturity Date	Period Days	Yield %	Type	\$000's	%
Commonwealth	A-1+			4.55	On-Call	13,521	17.4%
Bank of Queensland	A-2	05-May-25	77	4.57	Term Dep	2,000	2.6%
Bank of Queensland	A-2	01-Apr-25	181	5.05	Term Dep	5,000	6.4%
Suncorp	A-1	07-Apr-25	119	4.98	Term Dep	4,088	5.3%
National Australia Bank	AA-	14-Apr-25	182	5.05	Term Dep	2,000	2.6%
National Australia Bank	AA-	27-Apr-25	104	4.95	Term Dep	3,039	3.9%
Westpac	AA-	05-May-25	91	4.73	Term Dep	2,030	2.6%
National Australia Bank	AA-	12-May-25	95	4.90	Term Dep	2,042	2.6%
National Australia Bank	AA-	19-May-25	91	4.85	Term Dep	2,500	3.2%
Suncorp	A-1	19-May-25	182	5.04	Term Dep	2,544	3.3%
National Australia Bank	AA-	26-May-25	98	4.85	Term Dep	1,500	1.9%
Bendigo & Adelaide Bank LTD	A-2	26-May-25	105	4.70	Term Dep	3,000	3.9%
National Australia Bank	AA-	26-May-25	95	4.75	Term Dep	3,000	3.9%
ANZ	A-1+	26-May-25	91	4.55	Term Dep	2,098	2.7%
National Australia Bank	AA-	02-Jun-25	182	5.10	Term Dep	2,025	2.6%
Westpac	AA-	02-Jun-25	105	4.67	Term Dep	1,500	1.9%
Westpac	AA-	02-Jun-25	91	4.62	Term Dep	3,000	3.9%
National Australia Bank	AA-	02-Jun-25	91	4.70	Term Dep	3,000	3.9%
Westpac	AA-	16-Jun-25	123	4.72	Term Dep	1,500	1.9%
Rabo	A-1	16-Jun-25	123	4.75	Term Dep	1,500	1.9%
Bendigo & Adelaide Bank LTD	A-2	16-Jun-25	119	4.70	Term Dep	2,500	3.2%
Commonwealth	A-1+	23-Jun-25	112	4.58	Term Dep	2,530	3.3%
Westpac	AA-	23-Jun-25	112	4.62	Term Dep	2,530	3.3%
National Australia Bank	AA-	08-Sep-25	189	4.70	Term Dep	2,000	2.6%
National Australia Bank	AA-	30-Apr-25	210	5.05	Term Dep	2,300	3.0%
Bendigo & Adelaide Bank LTD	A-2	21-Jul-25	189	5.00	Term Dep	1,497	1.9%
Bendigo & Adelaide Bank LTD	A-2	21-Jul-25	186	5.00	Term Dep	1,100	1.4%
Bendigo & Adelaide Bank LTD	A-2	11-Aug-25	182	4.75	Term Dep	1,173	1.5%
Bank of Queensland	A-2	15-Sep-25	182	4.70	Term Dep	1,183	1.5%
						<b>77,700</b>	<b>100%</b>

Term Dep = Term Deposit NCD = Negotiable Certificate of Deposit

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

Benchmark: 90 days Bank Bill Swap Reference Rate – Average Bid (Source: Australian Financial Markets Association)	4.04%
Maroondah Investment Portfolio as at 31 March 2025	4.82%

**MAROONDAH CITY COUNCIL**

Balance Sheet  
as at 31/03/2025

	31/03/2025 \$ '000	31/03/2024 \$ '000	Comments
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	22,757	24,335	Cash and term deposits are split between this account and "other financial assets" depending on the length of investment (over/under 90 days).
Trade and other receivables	40,706	29,855	Represents Ringwood Activity Centre car park and Heatherdale Rd Geotech capital grants debtors.
Other financial assets	62,178	76,888	Cash and term deposits are split between this account and "cash and equivalents" depending on the length of investment (over/under 90 days).
Inventories	615	534	
Contract assets	82	-	
Prepayments	336	340	
Non-current assets classified as "held for sale"	826	-	Held for sale relates to Heathmont Reserve and W Jackson Reserve.
<b>Total current assets</b>	<b>127,500</b>	<b>131,952</b>	
<b>Non-current assets</b>			
Trade and other receivables	90	313	
Other financial assets	-	-	The investments with a maturity date more than 365 days from the reporting date is NIL in this financial year.
Investments in Associates, Joint Arrangements and Subsidiaries	2,105	1,916	
Property, Infrastructure, Plant and Equipment	2,220,905	2,084,048	Mainly related to land, buildings, drainage pits, road bridges, parks, open spaces and streetscapes.
Intangible assets	1,051	1,053	
Right Of Use Asset	7,286	8,653	Represents IT and leisure equipments, photocopiers and waste trucks and movement is the depreciation.
<b>Total non-current assets</b>	<b>2,231,437</b>	<b>2,095,983</b>	
<b>Total assets</b>	<b>2,358,937</b>	<b>2,227,935</b>	
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	(28,539)	(27,535)	Mainly related to Sundry creditors. Creditor balance is timing and will be cleared.
Provisions	(15,669)	(14,910)	
Contract and other liabilities	(1,091)	(7,029)	Higher balance in previous year is related to Ringwood car park grant.
Trust funds and deposits	(14,427)	(12,616)	Represents Fire Service Levy related to 2 quarters.
Interest Bearing Liabilities	(1,875)	(1,149)	
Current Lease Liabilities	(1,119)	(1,451)	
<b>Total current liabilities</b>	<b>(62,720)</b>	<b>(64,690)</b>	
<b>Non-current liabilities</b>			
Trust Funds and Deposits	(6)	(132)	
Contract and other liabilities	(225)	(11,043)	Higher balance in previous year is related to Ringwood car park grant.
Provisions	(1,331)	(1,111)	
Interest Bearing Liabilities	(15,393)	(19,010)	Relates to ANZ loan facility used in the funding of Aquanation's construction and TCV loan taken in May 2022. Decrease reflects bi-annual repayments.
Lease liabilities	(6,379)	(7,294)	
<b>Total non-current liabilities</b>	<b>(23,334)</b>	<b>(38,590)</b>	
<b>Total liabilities</b>	<b>(86,054)</b>	<b>(103,280)</b>	
<b>Net assets</b>	<b>2,272,883</b>	<b>2,124,655</b>	
<b>Equity</b>			
Accumulated surplus	887,503	846,932	
Surplus (deficit) for period	55,621	29,955	
Reserves	1,329,759	1,247,768	
<b>Total equity</b>	<b>2,272,883</b>	<b>2,124,655</b>	



## Statement of cash flows for the period ending 31 March 2025

	31/03/2025 \$'000	31/03/2024 \$'000	Variance \$'000	Comments
<b>Cash flows from operating activities</b>				
Rates and charges	89,730	84,966	4,764	
Statutory fees and fines	3,758	4,017	(259)	Reflects the reduction in planning application fees, infringements and parking fines in year 24/25.
User fees	25,452	27,454	(2,002)	Receivables are \$1.6M higher compared to same time last year.
Grants - operating	8,287	4,547	3,740	100% of the Financial Assistance Grant for 2024 was received in advance in FY23 whereas the advance payment for the 2025 allocation expected in May 2024 was actually received in July 2024 (FY25).
Grants - capital	1,280	2,685	(1,405)	Have used total grant received for Ringwood car park capital works and continue to use Council's funds until the balance grant is received.
Contributions - monetary	5,178	4,549	629	
Interest received	2,962	2,472	490	
Trust funds and deposits taken	24,938	16,897	8,041	Variance is a result of the movements in various deposit accounts.
Other receipts	51	850	(799)	
Net GST refund/payment	292	242	50	
Employee costs	(53,119)	(51,546)	(1,573)	
Materials and services	(50,858)	(49,390)	(1,468)	
Short-term, low value and variable lease payments	-	-	-	
Trust funds and deposits repaid	(16,663)	(10,588)	(6,075)	Variance is a result of the movements in various deposit accounts.
<b>Net cash provided by/(used in) operating activities</b>	<b>41,289</b>	<b>37,155</b>	<b>4,134</b>	
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant and equipment	(42,929)	(23,708)	(19,220)	Higher payments in the current financial year is mainly related to Ringwood car park capital works.
Proceeds from sales of property, infrastructure, plant and equipment	1,097	1,018	79	
Payments for investments	(113,075)	(144,571)	31,496	Investment balances fluctuate based on the timing and maturity of council's investment profile.
Proceeds from sales of investments	86,898	82,257	4,641	
<b>Net cash provided by/(used in) investing activities</b>	<b>(68,009)</b>	<b>(85,004)</b>	<b>16,995</b>	
<b>Cash flows from financing activities</b>				
Finance costs	(417)	(473)	56	
Repayment of borrowings	(1,458)	(1,403)	(55)	
Interest paid - lease liability	-	-	-	
Repayment of lease liabilities	-	-	-	
<b>Net cash provided by/(used in) financing activities</b>	<b>(1,875)</b>	<b>(1,876)</b>	<b>1</b>	
Net increase (decrease) in cash and cash equivalents	(28,595)	(49,726)	21,130	
Cash and cash equivalents at the beginning of the period	51,352	74,061	(22,709)	
<b>Cash and cash equivalents at the end of the financial period</b>	<b>22,757</b>	<b>24,335</b>	<b>(1,579)</b>	

## Maroondah City Council Council Plan 2021 - 2025 Priority Actions Progress Report



Quarter 3, 2024/25 Financial Year  
Status as at 31 March 2025

# Maroondah City Council

## Council Plan 2021 - 2025 Priority Actions Progress Report

### Quarter 3, 2024/25 (as at 31 March 2025)






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 2024-25 financial year. Some actions span multiple years as identified in the Council Plan 2021-2025. Progress is identified as at 31 March 2025.

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.

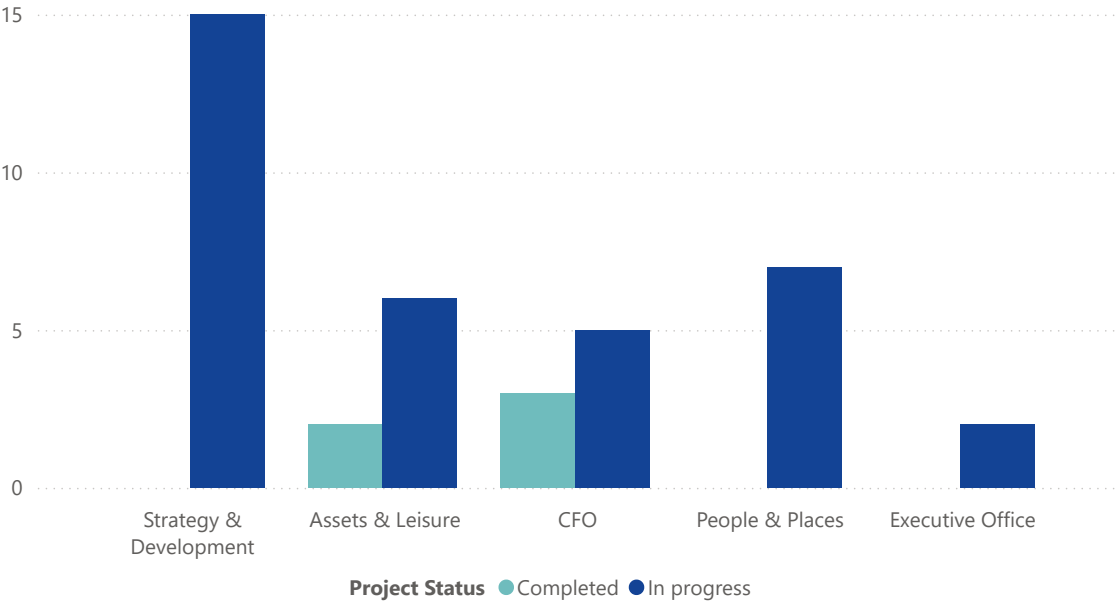
Summary of Progress

There are 40 Priority Actions listed in the *Council Plan 2021-2025* for the 2024/25 financial year. As at 31 March 2025, five (5) actions have been completed and 35 actions are in progress. Out of the 35 actions in progress, 32 actions are due for completion beyond 2024/25 and three (3) are not continuing in the Council Plan 2025 - 2029.

These three (3) include:

- 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
- 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
- Enhance connections between Council's statutory committees (including advisory committees) and the Integrated Planning Framework to ensure alignment with emerging community priorities

Directorate	Completed	In progress	Total
Assets & Leisure	2	6	8
CFO	3	5	8
Executive Office		2	2
People & Places		7	7
Strategy & Development		15	15
Total	5	35	40



## Council Plan 2021 - 2025

Year 4 - 2024/25 Priority Actions

Q3 Progress Reporting - as at 31 March 2025



### 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 Sports Strategy	The Stadium Sports Strategy was endorsed by Council on 18 September 2023. The Physical Activity Strategy 2024-2029 was endorsed on 22 July 2024 with the implementation plan currently under development.	Completed	✓	2024/25	Assets & Leisure	Leisure & Major Facilities
2	Finalise and implement the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 <sup>^</sup> (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 by Council. The Plan outlines the initiatives Council will undertake in working towards realising the outcomes of the Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031 for 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 community organisations/groups to develop and deliver services and cultural experiences in the Croydon Community Wellbeing Precinct that meet the needs of people of all ages, abilities and backgrounds	Hub B stakeholders are now settled into their various spaces with equipment, resources and space-sharing exploration underway. A range of collaborations have been initiated between tenants including sharing resources through the Occasional Care Op Shop, as well as an intergenerational project which includes young people, U3A and the Croydon Seniors Centre. An exploration of the feasibility of a community services and wellbeing co-working hub for Level 1 of the cultural hub is underway.	In progress	●	Beyond 2024/25	Strategy & Development	City Futures
4	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 public hospital in Maroondah, and to ensure the location and the construction maximises the benefit to the Maroondah community.	In progress	●	Beyond 2024/25	Strategy & Development	City Futures
5	Design the redevelopment of The Rings and Ringwood Golf (subject to funding)	Council will progress the design the redevelopment of both The Rings and Ringwood Golf, while advocating/exploring funding opportunities.	In progress	●	Beyond 2024/25	Assets & Leisure	Projects & Assets Management
6	Design and construct the Quambee Reserve tennis redevelopment	Concept designs have been developed, key stakeholders engaged and discussions have taken place. An in-principle agreement to proceed has been reached. The next stages will involve detailed design as well as funding options.	In progress	●	Beyond 2024/25	Assets & Leisure	Leisure & Major Facilities
7	Develop a Fair Access Policy to inform the gender equitable distribution of sporting infrastructure	The Melbourne East Region Fair Access Policy was endorsed by Council on the 17 May 2024. It was developed in collaboration with Maroondah's Melbourne East Sport and Recreation Strategy partner Councils.	Completed	✓	2024/25	Assets & Leisure	Leisure & Major Facilities

## Council Plan 2021 - 2025

Year 4 - 2024/25 Priority Actions

Q3 Progress Reporting - as at 31 March 2025



### A prosperous and learning community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
8	Advance planning to reinforce the sense of place in Local Neighbourhoods, to enable people to be able to live locally through the provision of services which meet people's daily needs.	Council continues to participate in the Local Neighbourhoods Municipal Planning Project, which provides opportunities to access grant funding as well as opportunities to work with the Victorian Government to plan for local neighbourhoods in Maroondah. Development of "place" plans for both Ringwood North and Croydon South have commenced and are anticipated to be finalised by the end of the 2024/25 financial year.	In progress		Beyond 2024/25	Strategy & Development	City Futures
9	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 on the implementation of the Strategy. Progress is being monitored and guided by the governance structure. A contract to develop the Bayswater Business Precinct (BBP) structure plan has been awarded and the project commenced with expected completion in April 2026. A revised business case for the development of a physical Bayswater Business Precinct hub is currently in progress. Engagement with businesses and other partners continues to be complimented by work to update the BBP Connect website.	In progress		Beyond 2024/25	People & Places	Business & Precincts
10	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 the Department of Education (DE) and the Victorian School Building Authority (VSBA) in regard to the impacts for the rollout of the Best Start, Best Life kindergarten reforms across Maroondah (and more broadly Victoria) which includes increasing the hours of funded Kindergarten for three and four year old children. The Department of Education have recently provided updated population data for Maroondah, which is essential to progress a revised Kindergarten Infrastructure and Services Plan (KISP), which considers both the 3- and 4-year-old kindergarten reform impacts. Council is working to understand the evolving impacts and opportunities for the community arising from the Victorian government's expanded reform, and is monitoring changing data, local variables and feasibility studies for Council's early years infrastructure to support strong advocacy and to achieve the best outcomes, to meet local needs. Council, DE and VSBA meet regularly to work towards a negotiated funding pipeline of works to assist in meeting the future demand for kindergartens.	In progress		Beyond 2024/25	People & Places	Community Services
11	Identify and facilitate co-working opportunities and spaces in Maroondah	Council continues to investigate the expansion of co-working facilities across Maroondah, as part of a regional cluster of coworking spaces. Partnership opportunities are being explored with the Melbourne East Regional Economic Development Group of Councils to determine reciprocal co-working arrangements across different sites as well as the joint procurement of operating systems. Local opportunities within vacant Council sites are being assessed, in addition to private/public partnership opportunities in Maroondah activity centres.	In progress		Beyond 2024/25	People & Places	Business & Precincts

## Council Plan 2021 - 2025

Year 4 - 2024/25 Priority Actions

Q3 Progress Reporting - as at 31 March 2025



### A vibrant and culturally rich community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
12	Design the Karralyka redevelopment, and undertake staged redevelopment works	Council will continue the design and construction of the staged redevelopment of Karralyka (subject to funding). The proposed redevelopment will include a new multi-purpose foyer expansion, an outdoor paved terraced area leading from the enhanced foyer space, as well as some accessibility improvements. Construction of the new multi-purpose foyer commenced in September 2024, with works scheduled to be completed by mid-2025.	In progress		Beyond 2024/25	Assets & Leisure	Projects & Assets Management
13	Develop and implement the Arts and Cultural Development Strategy 2025-2030, incorporating the Karralyka Precinct, to maximise arts and cultural opportunities across Maroondah	The Arts and Cultural Development Strategy 2020-2025 is currently under review, with a community engagement plan being developed to enable deliberative community consultation to help guide the service direction and priorities from 2025 - 2030. The new plan is earmarked to be retitled as the "Creative Maroondah Strategy" and will capture Arts and Cultural Services including Wyreena Community Arts Centre, Maroondah Art Gallery, ArtSpace at Realm, Public Art, Arts Development and Arts Activation. It will also extend to provide direction for the Karralyka Centre, Community Halls, K-Cafes, creative placemaking, precinct activation and new cultural infrastructure projects. The timeline for consultation commences around August 2025, with the final strategy draft presented for adoption by Council in November 2025.	In progress		Beyond 2024/25	People & Places	Business & Precincts



## Council Plan 2021 - 2025

Year 4 - 2024/25 Priority Actions

Q3 Progress Reporting - as at 31 March 2025



### A clean, green and sustainable community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
14	Work in partnership to deliver the staged implementation of the Reimagining Tarralla Creek project	Melbourne Water has successfully applied for a grant from the Federal Government Urban Rivers Catchment Program (\$9.8M) to fund Stage 2, with the remaining funding coming from Melbourne Water's Reimagining Your Creek program (\$17M). Stage 2 works aim to extend the naturalised creek downstream from Vinter Avenue to Eastfield Road. The final length and extent of naturalisation works will be dependent on construction and procurement rates at the time of tender. Melbourne Water is leading the delivery of the project in partnership with Maroondah City Council, Department of Energy, Environment & Climate Action (DEECA), Department of Climate Change, Energy, the Environment and Water (DCCEEW), and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.	In progress		Beyond 2024/25	Strategy & Development	City Futures
15	Implement Council's Sustainability Strategy 2022-2031, including the 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, responding to the themes of the built environment, climate change, community connections, a green economy, green infrastructure, governance, evaluation and improvement opportunities. A Climate Action Plan is currently under development which 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
16	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 2023/24, an evaluation of the FOGO service was undertaken ensuring that risks are identified and managed, such as the 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 the performance of the FOGO service. Research into the costs and benefits of the glass only service has been completed. The findings will be presented to the Minister for Environment as an advocacy request from 22 Councils, with Maroondah City Council as the lead. Other projects, such as the reusable nappy project, school education program and contamination management program 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 and the incorporation of these changes will be a key priority for 2024/25.	In progress		Beyond 2024/25	CFO	Finance & Commercial
17	Prepare and implement a series of Biolink Action Plans that implement the Maroondah Habitat Connectivity Study	In 2022/23, eight 'biolinks' were identified to improve habitat connectivity across the municipality. The first of these, the Mullum Mullum Creek Draft Biolink Action Plan, has been developed and was informed by community engagement, which was undertaken in November and December 2023. Work has commenced on preparing the second Biolink that combines the Dandenong, Tarralla, and Bungalook Creeks.	In progress		Beyond 2024/25	Strategy & Development	City Futures
18	Implement Council's annual streetscape enhancement program incorporating a significant increase in new tree planting throughout the municipality	Council's streetscape enhancement program will continue in 2024/25. This program includes a focus on identifying trees which are located under power lines.	In progress		Beyond 2024/25	Assets & Leisure	Operations

## Council Plan 2021 - 2025

Year 4 - 2024/25 Priority Actions

Q3 Progress Reporting - as at 31 March 2025



### An accessible and connected community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
19	Work in partnership with the Victorian Government to implement road improvement works at: <ul style="list-style-type: none"> <li>New Street, Ringwood</li> <li>Reilly Street and Wantirna Road, Ringwood</li> <li>Eastfield Road, Ringwood East</li> <li>Plymouth Road and Kirtain Drive, Croydon</li> <li>Holloway Road, Croydon North</li> </ul> Undertake carpark improvement works at: <ul style="list-style-type: none"> <li>McAlpin Reserve, Ringwood North</li> <li>Dorset Recreation Reserve, Croydon</li> </ul>	The upgrade to Plymouth Road including the installation of traffic signals at Kirtain Drive and the pedestrian operated signals on Plymouth Road, was delivered by the Department of Transport and Planning in partnership with Council. Works at this site were completed in late 2023. All other projects with the exception of Holloway Road have been completed. The reconstruction of Holloway Rd will commence in the 2025/26 financial year and will be completed in the 2026/27 financial year. Community engagement regarding the Holloway Road design was completed in early 2025 and the detailed design is being completed based on the community feedback.	In progress		Beyond 2024/25	Strategy & Development	Engineering & Building
20	Design and construct an activity centre carpark in Ringwood	Construction has commenced on 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 more prominent position on the site, so as to retain the corner store significance of the original building. Construction work will continue in 2024/25 and is scheduled for completion in late 2025.	In progress		Beyond 2024/25	Assets & Leisure	Projects & Assets Management
21	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 progressed well in 2023/24, with major construction activities being undertaken at all three sites resulting in the removal of the Bedford Rd and Dublin Rd level crossings and the permanent closure of the Coolstore Road level crossing in early 2024. The new Ringwood East station opened in July 2024 and the new Croydon station in August 2024. Construction of the new car parks, bicycle paths and landscape works were scheduled to be completed by late 2024.	In progress		2024/25	Strategy & Development	Engineering & Building
22	Advocate to the Australian and Victorian Governments for the provision of new and upgraded transportation infrastructure in Maroondah	In 2024/25, Council continued advocating for the transport needs of the Maroondah community. Council has been successful in receiving Black Spot funding of \$1.356 million to improve the intersection of Eastfield Road and Railway Avenue in Ringwood East. Council has also received funding of \$680K for a Shared User Path along Greenwood Avenue creating vital connections between schools, sporting facilities and Ringwood Station and Ringwood Metropolitan Activity Centre. Funding of \$460K was also provided to create a new Shared User Path providing local connections to the Bayswater Business Precinct.	In progress		Beyond 2024/25	Executive Office	Senior Executive
23	Work in partnership to undertake renewal works on the Mullum Mullum Creek shared trail; 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 the trail from Marilyn Crescent to Kalinda Road will be undertaken during the 2024/25 and 2025/26 financial years. The next stage from Kalinda Road to Highland Crescent is scheduled for construction on the 2026/27 year. The footpath construction program for 2024/25 has been developed and is currently being constructed.	In progress		Beyond 2024/25	Strategy & Development	Engineering & Building

## Council Plan 2021 - 2025

Year 4 - 2024/25 Priority Actions

Q3 Progress Reporting - as at 31 March 2025



### An attractive, thriving and well built community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
24	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 to the community for their feedback from the 31 August 2023. This closed on 22 October 2023, and submissions were reviewed in early 2024. The Structure Plan is being reviewed in light of recent changes announced by the Victorian Government in relation to future housing targets for all municipalities across the state, including Maroondah.	In progress		Beyond 2024/25	Strategy & Development	City Futures
25	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 specific identified residential precincts were gazetted in the Maroondah Planning Scheme during 2022/23. The Greening the Greyfields project applies in two identified residential precincts. Recent Victorian Government planning reforms to the Ringwood Metropolitan Activity Centre have introduced new planning controls that supersede Amendments C134maro and C136maro.	In progress		Beyond 2024/25	Strategy & Development	City Futures
26	Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct (CCWP), including the design and construction of the CCWP Cultural Hub, Multi-purpose Hub and open space enhancements (some planned works subject to external funding)	Planning and design works for the staged redevelopment of the Croydon Community Wellbeing Precinct (CCWP) continued during 2024/25. The Precinct will be home to several important Council and community services, whilst also including integrated indoor and outdoor spaces which provide opportunities for activation, inspiration and empowerment. The next phase of this vibrant precinct includes a community and cultural hub which will serve as a central point for several community groups and will include amenities such as: a Council Service Centre, a state-of-the-art library, cafe, performance and event spaces. Planning and early works, including relocation and site preparation are underway, with construction on the next stage set to begin in 2025.	In progress		Beyond 2024/25	Assets & Leisure	Projects & Assets Management
27	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. Stage 4 of the drainage upgrade works along Charter Street from New Street to Market Street was completed in September 2024. Council is 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
28	Undertake enhancements in the Ringwood Metropolitan Activity Centre, including the Maroondah Highway Boulevard and Staley Gardens	There have been ongoing discussions with the Department of Transport and Planning regarding the Maroondah Highway Boulevard upgrade. Further advocacy is required for funding and VicRoads' support following advice from the Victorian Planning Authority regarding potential amendments to the Ringwood Metropolitan Activity Centre boundary. The consultant project brief for the creation of a landscape masterplan for Staley Gardens, Ringwood was prepared and the request for quote sent in March 2025. The plan will incorporate design principles developed through extensive community engagement with further engagement proposed following completion of the draft masterplan.	In progress		Beyond 2024/25	People & Places	Business & Precincts

## Council Plan 2021 - 2025

Year 4 - 2024/25 Priority Actions

Q3 Progress Reporting - as at 31 March 2025



### An attractive, thriving and well built community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
29	Work in partnership with the Victorian Government to implement the objectives of Victoria's Housing Statement for the Ringwood Metropolitan Activity Centre	Council has worked closely with the Victorian Planning Authority in 2024 regarding updates to the Ringwood Metropolitan Activity Centre Masterplan. In April 2025, the Victorian Government gazetted new controls that implement the updated Masterplan.	In progress		Beyond 2024/25	Strategy & Development	City Futures
30	Undertake a review of the Maroondah Planning Scheme	It is anticipated that a review will commence in 2025 following the announcement of Victorian Government reforms in the first half of 2025.	In progress		Beyond 2024/25	Strategy & Development	City Futures

## Council Plan 2021 - 2025

Year 4 - 2024/25 Priority Actions

Q3 Progress Reporting - as at 31 March 2025



### An inclusive and diverse community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
31	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 now not occur prior to July 2027. The Commonwealth Aged Care Regional Assessment Service transitioned to a new provider on 1 July 2024, following the Australian Governments decision to tender the service, instead of extending the previous funding arrangements with providers, such as Maroondah City Council. Council is undertaking a review to consider its future direction for aged and disability services, taking into account the current and future needs of the Maroondah community, as well as the contemporary sector environment.	In progress		2024/25	People & Places	Community Services

## Council Plan 2021 - 2025

Year 4 - 2024/25 Priority Actions

Q3 Progress Reporting - as at 31 March 2025



### A well governed and empowered community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
32	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 respectively.	During 2024/25, Council continued its advocacy to both the Australian and Victorian governments to seek funding to address a range of key priorities including infrastructure and sporting and transportation improvements for the benefit of the Maroondah community. Council has been successful in receiving Federal funding of \$7.5 million for Stage 3 of the Croydon Community Wellbeing Precinct and \$7.5 million for the Croydon Main Street revitalisation project. In the lead up to the Federal election, Council has received commitments totalling \$6 million from the Federal Liberal Party (Member for Deakin and Candidate for Aston) for a number of important community projects.	In progress	●	Beyond 2024/25	Executive Office	Senior Executive
33	Develop the Customer Service Strategy 2025-2029 to continue to advance Council's commitment to be highly responsive and customer focused	During 2023/24, Council commenced a review of the current Customer Service Strategy and undertook community engagement to inform its future direction. The new Strategy will have a focus on Council's commitment to being highly responsive and customer-focussed across all service areas and communication channels. The draft Strategy is scheduled for public exhibition in May 2025.	In progress	●	Beyond 2024/25	People & Places	Communications & Citizen Experience
34	Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2024 for the 2024-2028 period	Council worked closely with the Victorian Electoral Commission (VEC) in the coordination of Local Government Elections in October 2024. The election was declared and Councillors sworn into office on 12 November 2024.	Completed	✓	2024/25	CFO	Governance & Performance
35	Develop a strategy for Connected Communities involving digitising metrics to understand and respond efficiently to community needs	A strategic Framework was approved and adopted with a program of works to be operationalized within the timeline.	Completed	✓	2024/25	CFO	Cyber & Technology
36	Enhance connections between Council's statutory committees (including advisory committees) and the Integrated Planning Framework to ensure alignment with emerging community priorities	A process is underway to ensure Council's advisory committees for the 2025-2029 Council Term are aligned with the priorities identified by the Maroondah community during the Maroondah 2050 Community Vision process.	In progress	●	2024/25	CFO	Governance & Performance

## Council Plan 2021 - 2025

Year 4 - 2024/25 Priority Actions

Q3 Progress Reporting - as at 31 March 2025



### A well governed and empowered community

No.	Council Plan Priority Action	Progress Comment	Project Status	Status	Target Completion	Directorate	Service Area
37	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 prepared a new Maroondah 2050 Community Vision and Council Plan 2025-2029. This process has involved background research into emerging trends and extensive community engagement, including a deliberative engagement panel to meet requirements of the Local Government Act 2020. The Draft Maroondah 2050 Community Vision and Draft Council Plan 2025-2029 document will be placed on exhibition during April and May before being tabled with Council for formal consideration.	In progress	●	Beyond 2024/25	CFO	Governance & Performance
38	Undertake a review of a range of Council technological systems	Council's Enterprise Resource Planning program (ERP) is underway. It is a 3 year, 3 phase project, which will implement TechnologyOne ERP software across a range of Council business capabilities. Phase 1, Financials implementation is in the execute phase with an expected goLive date in June 2025.	In progress	●	Beyond 2024/25	CFO	Cyber & Technology
39	Evolve organisational capacity and implement systems to minimise risks to cybersecurity impacts	Ongoing security hardening and additional 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 for potential security incidents. Ongoing security tasks completed include annual black box penetration tests, ongoing system decommissions and ongoing security hardening procedures including Domain-based Message Authentication, Reporting and Conformance (DMARC)/Domain Keys Identified Mail (DKIM). Ongoing audits occurring as per established cadence.	In progress	●	Beyond 2024/25	CFO	Cyber & Technology
40	Implement the Council Caretaker Policy for the Council election in October 2024 and transition to the new Council following the election	Council's Election Period Policy was revised in July 2024 ahead of the Election Period, which commenced on 17 September 2024. All Council activities during the Election Period were undertaken in accordance with this policy.	Completed	✓	2024/25	CFO	Governance & Performance



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## Lease Particulars - Ainslie Park Guide Hall

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<b>Item 1.</b>	<b>Council:</b> (Clause 1)	<b>Maroondah City Council</b> of 179 Maroondah Highway Ringwood 3134
<b>Item 2.</b>	<b>Tenant:</b> (Clause 1)	Girl Guides Association of Victoria Property & Assets Manager  Suite 812, 401 Docklands Drive Docklands 3008  ABN 59 533 729 847
<b>Item 3.</b>	<b>Land:</b> (Clause 1)	The land contained in certificate of title volume 9069 folio 129 and volume 5683 folio 920 known as Ainslie Park, Ainslie Park Avenue, Croydon VIC 3136
<b>Item 4.</b>	<b>Premises:</b> (Clause 1)	That part of the Land shown bounded in red on the plan in Annexure B
<b>Item 5.</b>	<b>Commencement Date:</b> (Clause 1)	1 July 2024
<b>Item 6.</b>	<b>Term:</b> (Clause 1)	5 years
<b>Item 7.</b>	<b>Further Term(s):</b> (Clause 1 & 3.2)	1 further term of 5 years
<b>Item 8.</b>	<b>First and Last dates for exercising the Option for the Further Term:</b> (Clause 3.2.1)	1 January 2029  1 April 2029
<b>Item 9.</b>	<b>Rent :</b> (Clause 1 & 3)	Year 1: \$900 incl GST  Year 2: \$931.50 incl GST  Year 3: \$964.10 incl GST  Year 4: \$997.85 incl GST  Year 5: \$1032.77 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.
<b>Item 10.</b>	<b>Rent During Further Term:</b> (Clause 1 and 5)	To be determined by Council in accordance with the Community Facilities Pricing Policy





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## Particulars (continued)

<b>Item 11. Security Deposit:</b> (Clause 1 & 8.1)	\$1,000 plus GST
<b>Item 12. Community Use:</b> (Clause 1 & 14.1)	The carrying on of Not for Profit activities normally associated with Girl Guides
<b>Item 13. Hours of Use</b> (Clause 14.4)	Not Applicable
<b>Item 14. Special Conditions:</b> (Clause 1 & 22.6)	The Special Conditions in section two of Annexure A form part of this Lease.
<b>Item 15. Changes to Council's standard terms:</b> (Clause 23.6)	<p>The following standard clauses have been amended (as set out in section one of Annexure A):</p> <ul style="list-style-type: none"><li>▪ 14.4 Hours of use</li></ul>



## Bedford Park Guide Hall - Lease Particulars

<b>Item 1.</b>	<b>Council:</b> (Clause 1)	<b>Maroondah City Council</b> of 179 Maroondah Highway Ringwood 3134
<b>Item 2.</b>	<b>Tenant:</b> (Clause 1)	Girl Guides Association of Victoria Legal and Property Officer PO Box 827 South Melbourne 3205  ABN 59 533 729 847
<b>Item 3.</b>	<b>Land:</b> (Clause 1)	The land contained in certificate of title volume 5956 folio 068 known as Bedford Park, Rosewarne Lane, Ringwood VIC 3134
<b>Item 4.</b>	<b>Premises:</b> (Clause 1)	That part of the Land shown bounded in red on the plan in Annexure B
<b>Item 5.</b>	<b>Commencement Date:</b> (Clause 1)	1 July 2024
<b>Item 6.</b>	<b>Term:</b> (Clause 1)	5 years
<b>Item 7.</b>	<b>Further Term(s):</b> (Clause 1 & 3.2)	NIL
<b>Item 8.</b>	<b>First and Last dates for exercising the Option for the Further Term:</b> (Clause 3.2.1)	Not applicable
<b>Item 9.</b>	<b>Rent :</b> (Clause 1 & 3)	Year 1: \$900 incl GST  Year 2: \$931.50 incl GST  Year 3: \$964.10 incl GST  Year 4: \$997.85 incl GST  Year 5: \$1032.77 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.
<b>Item 10.</b>	<b>Rent During Further Term:</b> (Clause 1 and 5)	Not Applicable



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## Particulars (continued)

<b>Item 11. Security Deposit:</b> (Clause 1 & 8.1)	\$1,000 plus GST
<b>Item 12. Community Use:</b> (Clause 1 & 14.1)	The carrying on of Not for Profit activities normally associated with Girl Guides
<b>Item 13. Hours of Use</b> (Clause 14.4)	Not Applicable
<b>Item 14. Special Conditions:</b> (Clause 1 & 22.6)	The Special Conditions in section two of Annexure A form part of this Lease.
<b>Item 15. Changes to Council's standard terms:</b> (Clause 23.6)	<p>The following standard clauses have been amended (as set out in section one of Annexure A):</p> <ul style="list-style-type: none"><li>▪ 14.4 Hours of use</li></ul>