



Ordinary Meeting of Council Attachments

Monday 24 November 2025

Council Chamber

ATTACHMENTS

CHIEF FINANCIAL OFFICER

2. Reports of Councillor Briefings

Attachment 1:	2025 October 27 - Councillor Briefing Public Record	4
Attachment 2:	2025 November 10 - Councillor Briefing Public Record	5
Attachment 3:	2025 November 17 - Councillor Briefing Public Record	6

3. Councillor Representation Reports

Attachment 1:	2025 September 11 - Your Library Limited Board Meeting Minutes	8
Attachment 2:	2025 October 15 - Maroondah Arts Advisory Committee Meeting Minutes.....	22
Attachment 3:	2025 October 22 - Maroondah Liveability Safety and Amenity Advisory Committee Meeting Minutes	28
Attachment 4:	2025 October 28 - Maroondah Environment Advisory Committee Meeting Minutes	34
Attachment 5:	2025 October 29 - Maroondah Community Health and Wellbeing Committee Meeting Minutes	38

6. Instruments of Appointment & Authorisation to Council Officers (Planning & Environment Act 1987 & Environment Protection Act 2017)

Attachment 1:	S11A Instrument of Appointment and Authorisation (Planning & Environment Act 1987)	45
Attachment 2:	S11B Instrument of Appointment and Authorisation (Environment Protection Act 2017)	47

7. Council Plan 2025-2029 (Year 1: 2025/26) Priority Action Progress Report - Quarter 1, 2025/26

Attachment 1:	Council Plan 2025-2029 Priority Actions Progress Report - Quarter 1, 2025/26.....	49
---------------	---	----

8. Local Government Performance Reporting Framework - Service Performance Indicator Report - Quarter 1, 2025/26

Attachment 1:	Local Government Performance Reporting Framework - Service Indicator Report - Quarter 1, 2025/26.....	61
---------------	---	----

9. Financial Report: Three Months Ending September 2025

Attachment 1:	Quarter 1 Financial Report - Sept 2025-2026	82
Attachment 2:	Finance - Q1 Balance Sheet Analysis 2025-26.....	96

DIRECTOR STRATEGY & DEVELOPMENT

1. Community Grants Policy

Attachment 1:	Community Grants Policy 2025	99
---------------	------------------------------------	----

DIRECTOR PEOPLE & PLACES

1. Draft Customer Experience Strategy

Attachment 1: Draft Customer Experience Strategy 2025-2029..... 112

2. Croydon Main Street Shopping Centre - Declaration of Special Rate and Charge Scheme

Attachment 1: Attachment #1 - Area of the Croydon Main Street Special Rate and Charge Scheme 135

Attachment 2: Attachment #2 - Croydon Main St Special Rate and Charge Scheme contributors 136



COUNCILLOR BRIEFING – PUBLIC RECORD

Briefing Details:

Date: Monday 27 October 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 Kylie Spears (Mayor)	Cr Catherine Gordon	Cr Paul Macdonald
Cr Linda Hancock (Deputy Mayor)	Cr Claire Rex	Cr Rob Steane OAM
Cr Chris Jones	Cr Nathaniel Henderson	
Council Officers:		
Steve Kozlowski	Chief Executive Officer	
Tony Rocca	Director/Chief Financial Officer	
Adam Todorov	Director Assets & Leisure	
Marianne Di Giallonardo	Director People & Places	
Andrew Fuaux	Director Strategy & Development	
Emma Hills	Governance Officer	Item
Sherryn Dunshea	Manager Executive Office	3

Apologies:

Councillors:

Cr Daniella Heatherich

Council Officers:

Nil

Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

Items Discussed:

1	Council Meeting Agenda
2	Proposed Planning and Environment Act Changes
3	2025 Bill Wilkins Volunteer Award
4	Councillor Delegates' Meeting Report
5	Items of a General Nature as Raised by Councillors

Record completed by:

Council Officer

Emma Hills

Title

Governance Officer



COUNCILLOR BRIEFING – PUBLIC RECORD

Briefing Details:

Date: Monday 10 November
2025

Time: 4:45pm

Location: Meeting Rooms 1
& 2, Realm

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

Attendees:

Councillors

Cr Kylie Spears (Mayor)
Cr Linda Hancock (Deputy Mayor)
Cr Chris Jones

Cr Catherine Gordon
Cr Claire Rex
Cr Nathaniel Henderson

Cr Paul Macdonald
Cr Daniella Heatherich
Cr Rob Steane OAM

Council Officers:

Steve Kozlowski
Tony Rocca
Marianne Di Giallonardo
Steve McIntosh
John Richardson

Chief Executive Officer
Director/Chief Financial Officer
Director People & Places
Manager Projects and Asset Management
Coordinator Assets Projects & Facilities

Apologies:

Councillors:

Council Officers:

Conflict of Interest Disclosure:

Councillors:

Council Officers:

Items Discussed:

1	Ringwood Activity Centre Carpark Tour
---	---------------------------------------

Record completed by:

Council Officer

Title

Tony Rocca

Director/Chief Financial Officer



COUNCILLOR BRIEFING – PUBLIC RECORD

Briefing Details:

Date: Monday 17 November
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 (Mayor)	Cr Catherine Gordon (virtual)	Cr Daniella Heatherich
Cr Paul Macdonald (Deputy Mayor)	Cr Claire Rex (entered 6:14pm)	Cr Rob Steane OAM
Cr Chris Jones	Cr Nathaniel Henderson	

Council Officers:

Steve Kozlowski	Chief Executive Officer
Tony Rocca	Director/Chief Financial Officer
Adam Todorov	Director Assets & Leisure
Marianne Di Giallonardo	Director People & Places
Andrew Fuaux	Director Strategy & Development
Emma Hills	Governance Officer

		Item
Steve McIntosh	Manager Projects & Asset Management	1
Hannah White	Manager Finance & Commercial	2
Tim Cocks	Manager Leisure & Major Facilities	3-5
Tara Choudari	Manager Leisure & Aquatics Facilities	3
Jeremy Cutajar	Manager Maroondah Golf Courses & Sportsfields	4
Adam Cooper	Acting Manager City Futures	6
Sherryn Dunshea	Manager Executive Office	7

Apologies:

Councillors:	Cr Kylie Spears
Council Officers:	Nil

Conflict of Interest Disclosure:

Councillors:	Cr Catherine Gordon: Item 5 - Maroondah Sports Demand Analysis Reason: <i>I am the secretary of Maroondah Volleyball and they were a part of the data collection process. Also a director of the Volleyball Victoria board.</i>
Council Officers:	Nil

Items Discussed:

1	Contract 21099 Wyreena Conservatory Redevelopment Tender Recommendation
2	Residential/Commercial Development Opportunity - 19-21 Devon Street Croydon
3	Aquamation Major Maintenance and Upgrade to Facility
4	Petition - To restore the tee times of the user groups at Dorset Golf
5	Maroondah Sports Demand Analysis
6	Community Grants Policy
7	Draft Councillor Expenses Policy 2025
8	Councillor Delegates' Meeting Report
9	Items of a General Nature Raised by Councillors

Record completed by:

Council Officer	Emma Hills
Title	Governance Officer



Board Meeting Minutes

11 September 2025

Present

Board Directors

Cr Linda Hancock, Maroondah City Council [Chair]
Cr Peter Lockwood, Knox City Council [Deputy Chair]
Mayor Kylie Spears, Maroondah City Council
Mayor Jim Child, Yarra Ranges Council
Cr Mitch Mazzarella, Yarra Ranges Council

Officers

Your Library Limited

Premal Niranjana, Chief Operating Officer (COO)
Amanda Lovejoy, Corporate Support Officer (CSO)

Council Officers

Leanne Hurst, Director Communities, Yarra Ranges Council
Chris Zidak, Manager Business and Precincts & Acting Director People and Places, Maroondah Council
- attending as proxy for Marianne Di Giallonardo
Kerryn Jansons, Manager Community Wellbeing, Knox City Council
Heather Burns, Manager Community Services, Maroondah City Council

Apologies

Cr Meagan Baker, Knox City Council
Marianne Di Giallonardo, Director People and Places, Maroondah City Council
Judy Chalkley, Director Connected Communities, Knox City Council
Dr Karina Lamb, Chief Executive Officer (CEO)
Sarah Hopkins, Chief Experience Officer (CXO)
Jane Sinnamon, Manager Community Support, Yarra Ranges Council

Board Meeting Minutes – 11 September 2025

Order of Business

1. Meeting Opening - Chair	3
1.1. Acknowledgment	3
1.2. Apologies	3
1.3. Conflict of Interest Disclosures	3
1.4. Previous Minutes	3
1.5. Audit & Risk Advisory Committee (ARAC) Report <i>[Standing Item]</i>	4
1.6. Actions from previous meetings	4
2. Matters for decision	5
2.1. Chief Executive Officer's Report <i>[Standing Item]</i>	5
2.2. Annual Financial Report – 2024-25	6
2.3. Ethics in the Boardroom – Decision-Making Framework	7
2.4. Annual Report	8
2.5. Crisis Management Plan – Communications Plan	9
2.6. Policy Update – Information Privacy Policy and Information Collection Statement	10
4. Other Business	11
5. Next Meetings	12
6. In-Camera sessions	13
7. Meeting Closure	14

Board Meeting Minutes – 11 September 2025

1. Meeting Opening - Chair**1.1. Acknowledgment**

Your Library acknowledges the Traditional Custodians of Country throughout our Member Councils' municipalities and across Australia. We pay respect to their cultures, and Elders past, present, and emerging. The Traditional Custodians of Country always have been, and always will be, an integral part of the region.

1.2. Apologies

- Cr Meagan Baker, Knox City Council
- Marianne Di Giallonardo, Director People and Places, Maroondah City Council
- Judy Chalkley, Director Connected Communities, Knox City Council
- Dr Karina Lamb, Chief Executive Officer (CEO)
- Sarah Hopkins, Chief Experience Officer (CXO)
- Jane Sinnamon, Manager Community Support, Yarra Ranges Council

1.3. Conflict of Interest Disclosures

None

1.4. Previous Minutes**RESOLUTION**

1. That the Draft Board Meeting Minutes - 2025-06-12 are approved.
Carried unanimously
2. That the Draft Board Meeting Minutes - 2025-06-12 - In-Camera Session 7.1 - Growth for Your Library Limited are approved.
Carried unanimously
3. That the Draft Board Meeting Minutes - 2025-06-12 - In-Camera Session 7.2 - CEO Remuneration Policy – Update are approved.
Carried unanimously
4. That the Draft Special Board Meeting Minutes - 2025-07-22 are approved.
Carried unanimously

Board Meeting Minutes – 11 September 2025

1.5. Audit & Risk Advisory Committee (ARAC) Report

[Standing Item]

DISCUSSION

- A verbal update was provided on the minutes/outcomes of the 15 August 2025 ARAC meeting.

RESOLUTION

That the Board notes minutes and verbal update from ARAC.

Carried unanimously

1.6. Actions from previous meetings

- Outstanding actions were discussed.

Board Meeting Minutes – 11 September 2025

2. Matters for decision

2.1. Chief Executive Officer's Report

[Standing Item]

DISCUSSION

- The Chief Executive Officer provided an overview of the Report outlining the operational achievements and highlights, events, partnerships and any identified risks.

RESOLUTION

That the Board notes the Chief Executive Officer's Report.

Carried unanimously

Board Meeting Minutes – 11 September 2025

2.2. Annual Financial Report – 2024-25

BACKGROUND

- The Annual Financial Report for 2024/25 was prepared by the COO with guidance and support from HLB Mann Judd.
- The Financial Statements and notes satisfy the requirements of the Australian Charities and Not-for-profits Commission Act 2012 and comply with Australian Accounting Standards - Simplified Disclosure requirements.
- Following the approval and certification by the Board, the Annual Financial Report will be forwarded to VAGO to provide the Independent Auditor's Report.

DISCUSSION

- RSM will be issuing an unmodified audit opinion.
- VAGO has cleared the audit for signing.

RESOLUTION

That the Board, subject to verification of related party transactions by Member Councils:

1. Give approval to, and certify, the Your Library Limited Annual Financial Report – 2024-25.
2. Authorise the Chair and Chair of ARAC, as Directors, to certify the Annual Financial Report.

Carried unanimously

2.3. Ethics in the Boardroom – Decision-Making Framework

BACKGROUND

- This report presents a structured ethical decision-making framework for Directors, developed in line with best practice and the framework presented by the AICD and The Ethics Centre. The AICD guide offers a practical, values-based process to help boards navigate complex ethical terrain. It introduces four analytical lenses and a five-phase framework for decision-making, supporting directors to uphold ethical governance beyond legal compliance.
- The proposed framework supports the integration of ethical governance into Board processes, aligning with organisational objectives while enhancing integrity, transparency, and public trust. Its implementation will strengthen the Board's ethical capacity through a consistent, replicable approach that complements Directors' legal duties and strategic responsibilities.
- The ethical dimension of board decisions is increasingly under scrutiny by stakeholders, regulators and society. Within the Library sector and Your Library Limited, the need for ethical decisions at the Board level may arise regarding partnerships, sponsorships, technology and transformation initiatives.

RESOLUTION

That the Board request the management to develop a Your Library Ethical Decision-Making Framework, drawing on the AICD framework values for consideration at the next Board meeting.

Carried unanimously

Board Meeting Minutes – 11 September 2025

2.4. Annual Report

BACKGROUND

- The *Your Library Limited Annual Report* is a key publication that highlights our achievements and progress over the past year. While it is no longer a governance requirement, the report remains a vital tool for celebrating the work of the organisation and sharing these accomplishments with our Member Councils and the wider community.

RESOLUTION

That the Board approve the 2024-25 Your Library Annual Report and notes that the audited financial statements will be added to the end once certified by VAGO.

Carried unanimously

Board Meeting Minutes – 11 September 2025

2.5. Crisis Management Plan – Communications Plan

BACKGROUND

- The revised Crisis Management Plan – Communications Plan (Version 2.0) strengthens Your Library’s capacity to respond to crises with clarity, confidence, and consistency. Aligned with AICD governance principles and sector best practice, the Plan supports effective risk management, transparent stakeholder engagement, and operational continuity.

RESOLUTION

That the Board adopts the Crisis Management Plan – Communications Plan.

Carried unanimously

Board Meeting Minutes – 11 September 2025

2.6. Policy Update – Information Privacy Policy and Information Collection Statement

BACKGROUND

- The Information Privacy Policy has been updated, and revisions have also been made to the Information Collection Statement to align with best practice and current governance standards.
- The updates to the Information Privacy Policy and Information Collection Statement reflect Your Library Limited's transition to a new governance framework and reinforce its commitment to responsible information management.

RESOLUTION

That the Board adopt the revised Information Privacy Policy and Information Collection Statement.

Carried unanimously

Board Meeting Minutes – 11 September 2025

4. Other Business

A verbal update was provided by the Chief Executive Officer.

Board Meeting Minutes – 11 September 2025

5. Next Meetings

The next meetings scheduled are as follows:

- ARAC Meeting – 17 October 2025
- Board Meeting – 6 November 2025
- AGM – 4 December 2025

Board Meeting Minutes – 11 September 2025

6. In-Camera sessions

- Directors only were in attendance.

Board Meeting Minutes – 11 September 2025

7. Meeting Closure

There being no other business, the Chair closed the meeting at 2.58pm.



Maroondah Arts Advisory Committee – Minutes

Meeting Details:

Date: Wednesday 15 October 2025

Optional Pre Tour	Time: 6:30pm - 7pm	Location: Maroondah Federation Estate
Committee Meeting	Time: 7:00pm - 8:30pm	Location: Maroondah Federation Estate

Attendees:

Councillors

Cr Kylie Spears (Mayor and Chair)
Cr Nathaniel Henderson

Council Officers:

Marianne Di Giallonardo, Director People & Places
Chris Zidak, Manager Business & Precincts
Elissa Bates, Manager Creative Places
Brit Josephs, Theatre Programs and Events Coordinator
Chloe Messerle, Senior Governance Officer (Minute Taker)

Community and Creative Industries Representatives:

David Billimoria - Musical Director, Croydon Wind Symphony, and Manager Wellbeing Workforces and Child Safety, Department of Education
Grace Kop - Independent Curator, and Customer Service and Administration Officer, National Gallery of Victoria
Katie Stackhouse - Independent Artist and Art Educator
Maryanne Leavey - Theatre and Events Manager, Aquinas College
Sharyn Mullens Taylor OAM - Executive Director, Fresh Theatre for Social Change and Head of Arts, Luther College
Wendy Catling - Independent Artist

Apologies:

Councillors:

Cr Paul Macdonald

Council Officers:

Elise Murphy, Coordinator Arts and Culture

Community and Creative Industries Representatives:

Kali Michailidis - Manager External Relations, TarraWarra Museum of Art
Zya Kane - Independent Performer, Director and Producer
James Andrews - Founder and Managing Director, YourDNA Creative Arts

Conflict of Interest Disclosure:

Councillors:	Nil
Council Officers:	Nil
Community and Creative Industries Representatives:	Nil

Items Discussed

1. OPENING OF MEETING AND ACKNOWLEDGEMENT OF COUNTRY

Cr Spears opened the meeting and read an Acknowledgement of Country.

2. WELCOME

Cr Spears welcomed all to the meeting and advised of the recent resignation of Kali Michailidis - Manager External Relations, TarraWarra Museum of Art, and noted her contribution to the committee over the past two years.

CONFIRMATION OF MINUTES - WEDNESDAY, 28 MAY 2025

ITEM 3

The minutes of the May meeting were moved by consensus.

2.1 Housekeeping

Cr Spears advised where the emergency exits and facilities are located.

4. ITEMS

RESCHEDULED JULY MEETING TOPICS WITH RE-ISSUED SLIDE PACK
- Q&A

ITEM 4.1

Cr Spears spoke about the re-issued July slide pack noting the key Items for discussion including the Croydon Community Wellbeing Precinct Update and the Maroondah Federation Estate Service Plan highlights, seeking comment and questions from members, with the option to follow up with Elissa Bates via email to further discuss any items from the July pack.

MAROONDAH 2050 UPDATE, ADOPTED BY COUNCIL - Q&A

ITEM 4.2

Cr Spears spoke about the Maroondah 2050 update which includes the Community Vision and Council Plan which includes 9 key directions, 6 priority actions and 10 performance indicators.

CREATIVE MAROONDAH STRATEGY 2026-2030 CONSULTATION

ITEM 4.3

Elissa Bates spoke about the current deliberative engagement where Council is seeking feedback on how you engage with arts and cultural facilities and creative offerings, noting that the feedback will help inform the Creative Maroondah Strategy 2026-2030. The scope of the strategy includes creative services and areas such as Karralyka, Maroondah Federation Estate, Wyreena, Community Halls & Cafes, Public & Civic Art, Exhibition Programs, Creative Partnerships, Programs & Services, Cultural Tourism and Creative Industry Development.

Brit Josephs spoke about the key stages and timelines for the consultation process between now January/February 2026.

Elissa advised that the consultation will help define the Key Strategy Themes & Priority Focus Areas, which include:

- **Creative Places** – Facilities & Precincts
- **Creative Programs** – Arts & Culture, Karralyka Services
- **Creative Industry** – Grants, Networks, Skills Training, Sector Development, Cultural Tourism, Regional Opportunities
- **Creative Community** – Partnerships, Participation, Engagement, Promotion & Connection, Community led activities

The committee broke into two groups and discussed the following questions:

What Cultural Tourism initiatives might make Maroondah a visitor destination and help grow the local economy?

- Public Art Trails and significant new public artworks at key gateway points to create interest in Maroondah as an arts and tourism destination
- Major arts festivals with a unique theme for Maroondah, similar or extensions of Knox Immerse Arts Festival, Melbourne White Night or Fringe festival - regional partnerships - make it unique, put the suburbs on the map with arts.
- Open Studios Program, Artist in Resident Program - promote widely
- Regional events like the Guitar Festival in Frankston to promote live music, host major commercial or community music events
- Major Cultural Festivals and Arts Exhibitions - target local groups and international students to attract new cultural demographics
- Tap into existing Public Art, create tours and maps - needs more digital promotion and easy to use trail guides
- Consider a major Halloween event: turn Maroondah Festival into a themed Halloween event; or Ringwood Scare! Halloween in Ringwood Square
- Touring school holiday exhibitions (like Sensorium in Bayside) - align need with opportunity - free programs for families
- Bi-Annual Photo Competitions, like Ballarat Foto Biennale - a destination event for contemporary visual arts, open to all ages and cultures. Set a unique theme.
- Unique Arts Workshop - e.g. Analogue Art Club is a great concept that could attract wider audiences - plenty of families looking to support youth abandoning screens for a couple of hours.
- Ringwood Eisteddfod - does it play a role in regional arts tourism or too targeted?
- Revive old craft exhibitions like at the Royal Melbourne show - multigenerational
- VCE arts exhibition, local top arts equivalent
- Voices Festival - singing and choirs, lunch time choirs, pop-up pub choirs, celebrating human voice. Something starting small and building/growing over time
- Projection art - "Project on Us". MCC offer a list of locations, then local artists, primary schools, community groups pitch their artwork to project in their chosen location.

How might Council better Support Local Artists, Creative Businesses, Industry Partners & Arts Groups?

- Promotion!!! Promote local artists, similar to a booklet to the Karralyka brochure - could charge a nominal fee to put in an advert to promote in the publication.
- Improve the website for the arts - really hard to navigate, and visually very poor - doesn't capture contemporary artists to visit, exhibit or engage

- Visual identity for the arts needs a total overhaul - very poor
- Training and development for artists - e.g. marketing - do more of this, craft Vic does clinics, one a month - expert in a key topic of interest
- Consider MFE gallery opening on the weekend to attract recreational visitors, and open the café to align with that service.
- Mentoring opportunities. Sponsor a local artist to become a mentor, or a council officer (e.g. Gareth). Could be casual once a month cup of tea or more formal.
- MCC grants - all specify that output of artist must benefit community directly. Can be limiting/restrictive for artists. Consider an exhibition as community benefit.
- MCC support business & arts partnerships. Business and arts come together for Sponsorship, business partnerships. e.g. local printer provide subsidised printing in exchange for logo displayed. Sponsorship packages for artists to present. Businesses get MCC plaque "this is a Maroondah business that sponsors the arts"

What are the high priority locations for Public Art initiatives & why are these sites important?

- Train stations, railway corridors and transport hubs - high traffic locations that create high impact and visitor and destination markers. Support cultural tourism in highly accessible spaces, promotes positive boost at otherwise 'seedy train stations'
- Walking trails - link the nature trails and major connecting paths with arts installations and interpretative signage along the trail to highlight local history, cultural heritage, nature or other community interest points.
- Ringwood East needs A LOT of art - needs beautification, and improved safety, the murals are not enough, consider how to introduce new works as part of the structure plan - fund art through major upgrade projects.
- Creative venues - MFE is the space that needs more creative life, public art in the grounds, along the roadside to promote its purpose as an arts venue, consider how the play space might become a creative play space e.g. Wonga Park
- Near schools - student and family engagement, enroute home play stops
- Shopping centres - satellite shopping centres - small strip shops need more public art to make them vibrant and interesting to locals and visitors
- Every time Council installs a piece of drainage, they should also invest in public art - it is important to invest in public art as part of the essential profile of infrastructure services.

What activities might boost visitation & increased enjoyment of our Creative Venues and improve interest in spaces such as Maroondah Federation Estate?

- Public don't really know where the venues are unless they are regular patrons - may need to do some campaigns just to promote the venues we have, what they do, where they are - build new awareness.
- Naming of MFE is a mouthful, not relevant to what it is as a cultural venue - better name would be "Maroondah Arts Estate" and properly focus its activities and hire groups as arts and cultural related content - build an arts community here.
- MFE gardens are amazing - how to link with the arts - e.g. cultural connections through growing plants for use as dyes "enviro/garden arts" focus -bush crafts, nature trails etc.
- MFE needs more public art in the grounds, along the roadside to promote its purpose as an arts venue
- Consider how the play space at MFE might become a creative play space - needs a major upgrade to attract new visitors, used to be sensational in its day

- First Nations connection to the gardens - explore how to connect more there
- As a visual artist, there is no way to engage with MFE - no 'realtime' ways to engage, cannot just drop in and be a part of an arts community. Needs ongoing activities and tenancies eg Co working arts hub, artists in residence, workshop program - bring local artists together build the creative connections - cultivating work and practice. Council should invest in spaces and programs to cultivated MFE as an arts community.
- MFEG guided and targeted tour program for Auslan groups, seniors, youth, disability, schools - expand your program partnerships to the groups locally
- Mindfulness/wellbeing activities outdoors, photography walks, group singing
- Open studios program across Maroondah
- Mental health services outings that use the arts as a tool for social engagement
- Mother's groups/MCH First Mum's groups - need climbable art, soft sculptures. Space to go with kids. Ideally a confined outdoor space such as the MFE courtyard.

Share any New Ideas that might add to the future mix of Creative activities in Maroondah.

- Artist in residence at MFE
- Bring the arts within the Youth Strategy, Enviro Strategies - pepper it into all other Council plans and strategies, it isn't a separate thing, it is relevant in many areas of work
- Link the Mayoral exhibition to local schools to submit their best works - more links to schools builds new audiences
- Gertrude Contemporary Studio Program - check out the model, has some subsidies for First Nations.
- Dance groups, connecting dancers. Street dance Event in town square.
- Writing, poetry, fiction. Slam poetry competition in partnership with Your Library at Realm.
- Open mic opportunities - ArtSpace an ideal venue.

CREATIVE INDUSTRY INSIGHTS

ITEM 4.4

Sharyn spoke about the current state of the not profit theatre noting there are more performers but due to individual financial situations a slightly lower uptake of performances. She also advised that they had just put on two new artistic directors. Sharyn advised that she will email through details of the next show.

Wendy advised that photography business closed down due to financial issues. She also spoke about the debate regarding 'emerging' artists who aren't just young people under 25, they can be older people just starting out.

Grace spoke about the current submission season for galleries noting that the cost of living is making an impact. Discussion surrounded increased ticket prices for show/events with patrons objecting to the costs. She also advised that in the commercial arts events space people pay to go view the art but no one is purchasing art. Grace mentioned that Melbourne Symphony Orchestra (MSO) are now selling what they call 'rush tickets' specifically designed for the young or experimental attendee - last minutes discounted tickets to entice all to attend.

David Billimoria spoke about second performance season with lots of local community concerts,. He spoke about finding different ways to market them and looking at alternate ways to reduce the cost to the attendee.

David thanked Council with the move from Keystone to Brushy Park, advising that the Croydon Concert Band were impressed with the ease of the move.

Katie spoke about the commercial art world being in a hard place with a low number of opportunities or funding on offer for artists presently. She reiterated the importance of public art being reflective of free speech - it should be able to address real life social, cultural and political issues without being shut down or the artist being criticised. Public Art plays a strong role in igniting commentary and reflecting diverse thoughts, opinions and values, and shouldn't be diluted. Councils need to be brave and support that creative freedom.

Maryanne advised that she had finished her Masters with great relief, noting the support she had from key people along the journey. The committee congratulated her.

Wendy shared the following - 'Entertainers gives audiences what they want, artists gives audiences not what they know they want.'

CALENDAR OF EVENTS

ITEM 4.5

Elissa shared the calendar of upcoming events in the Arts space and at Karralyka Oct/Nov 2025, and advised of the many spaces for hire with hospitality services available.

OTHER BUSINESS

ITEM

Cr Spears requested an suggestions for proposed agenda items for 2026 to be emailed to Elissa and the encouragement to think broadly about topics across the industry and beyond that may impact arts services and facilities into the future.

Cr Spears noted that the current Committee term has now concluded and thanks all members for their contributions, noting some will continue on for a further 2-year term. Cr Henderson shared a small gift with each member in recognition of Council's appreciation.

CLOSE OF MEETING - NEXT MEETING: 2026 TBC

ITEM 4.6

Cr Spears closed the meeting and advised that the 2026 meeting dates will be circulated accordingly.

The Meeting concluded at 8:31pm.



Maroondah Liveability Safety and Amenity Committee – Minutes

Meeting Details:

Date: Wednesday 22 October 2025

Time: 9:30am - 12:00pm

Location: Meeting Rooms 1 & 2, Realm

Attendees:

Councillors

Cr Rob Steane OAM (Chair)
Cr Claire Rex
Cr Daniella Heatherich

Council Officers:

Nic Dawes, Place Manager Activity Centres
Sharyn Davey-Sharman, Coordinator Local Laws
Rosie Sheehan, Community Development Officer
Elissa Bates, Manager Creative Places
Brit Josephs, Coordinator Theatre Programs and Events
Nathan Bachmann, Coordinator Assets and Strategic Projects
Chloe Messerle, Senior Governance Officer (Minute Taker)

Community Representatives:

Judith Lenthall
Linda Tubnor

Agency Representatives:

Sam Bartlett, Croydon Main Street Traders Association
Gordon Allan, QIC Eastland (left the meeting at 10:45am)
Shaun Allen, Victoria Police
Inspector Jacinta Hanscomb, Victoria Police
Sarah Treweek, Yarra Valley Water

Apologies:

Councillors:

Nil

Council Officers:

Kirsten Jenkins, Manager Community Safety

Community Representatives:

Wendy Thomas, Ellen Mitchell, Malory Healey

Agency Representatives:

Kathryn Collier, METEC
Nathan Mattinson, Melbourne Water
Shaun Ruigrok, Metropolitan East Bicycle Users Group
Anthony Glover, Metro Trains

Conflict of Interest Disclosure:

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

Items Discussed

1. OPENING OF MEETING

Cr Steane opened the meeting and read an acknowledgement of Country.

2. WELCOME

Cr Steane welcomed all to the meeting.

CONFIRMATION OF MINUTES - WEDNESDAY, 13 AUGUST 2025

ITEM 3

The minutes were moved by consensus.

4. ITEMS

CREATIVE MAROONDAH STRATEGY CONSULTATION

ITEM 4.1

Elissa Bates and Brit Josepchs provided an update on the Creative Maroondah Strategy Consultation and background information to creative space in Maroondah.

An update was shared of the next two weeks of the events being held at Karralyka and a calendar of events in the arts space.

Elissa advised that the consultation will help define Key Strategy & Priority Focus Areas such as:

- **Creative Places** – Facilities & Precincts
- **Creative Programs** – Arts & Culture, Karralyka Services
- **Creative Industry** – Grants, Networks, Skills Training, Sector Development, Cultural Tourism, Regional Opportunities
- **Creative Community** – Partnerships, Participation, Engagement, Promotion & Connection, Community led activities

The group broke up into two groups to discuss the following questions -

1. What Cultural Tourism initiatives might make Maroondah a visitor destination and help grow the local economy?

The first group merged Q1 & Q3 -

- Check out Boronia, pop up park - large scale murals, light box galleries, around train stations - use lighting artworks to reduce dark spaces,
- Beautify an area, changes the way people use the space
- Using public art trails to activate families and children - anything that helps people moves, reduces fear and improves safety

- Public art within open space such as Taralla Creek trail
- Any spaces that have high visitation eg train stations

- History trails
- Sports precincts - tours led by previous sporting heroes from the area
- Walking trails with history links
- Local history - mines, orchards,
- Parks named after people - story of those names
- Promotion of our existing trails - WW1 history trail
- Reaching people via social media, libraries, places they are going to
- Turn around graffiti - organised graffiti program
- Youth anti-graffiti squad
- Capture more of our cultural heritage within trails
- Support main street traders
- Public art and murals as a deterrent for graffiti
- Partnership with Urban College kids - Croydon

- 2. How might Council improve Access to Arts activities for all?
 - Make activities out of hours - more accessible to seniors and adults
 - Draw on the natural environment - make it outdoors to broaden the appeal - out of the classroom
 - Activation in different spaces - shopping centres, out of usual spaces
 - Reaching out to diverse community groups - eg Chin community, youth engagement is needed, can be difficult to integrate with broader community - work with leaders to encourage broader community engagement - the arts can play a part
 - Expand collaboration with schools to participate in community arts activities
 - Partner with secondary schools - independent schools
 - NDIS providers
 - Music classes - roving music
 - Piano at Eastland - Bernie to
 - All examples given
 - Heathmont needs a boost
 - Heathmont railway 100th year - community event -
 - Tennis club 100 years
 - Community awareness - how do we increase comms around arts programming. Local papers.
 - Affordable for families - ticket prices at Karralyka

- 3. Public Art helps create vibrant, safe and connected public spaces. What locations in Maroondah might benefit from more Public Art & Why are these sites a priority?
 - The bridge
 - Activity centres - retailers, shopping centres
 - Areas with high graffiti
 - Ringwood station - new car park?
 - Other side of Vic Roads building - opportunity for landmark
 - Silo art
 - 'Big Things' pavers on Croydon main street
 - Large installations in parks. Near Costco etc. Public art on one side basketball ring on the other side - dotted through different parks. Trail between different things. Playable art.
 - Engage with sports to give degree of ownership

4. What activities might boost visitation and increased enjoyment of our Creative Venues?
 - Safety. Gang activity a deterrent to community
 - CCTV and safer feel
 - Café that opens into garden - replicate Wyreena
 - Signs of the alphabet in braille in the garden. More in the sensory area
 - Low cost meeting spaces - vision impaired groups. Groups currently meeting in local cafes
 - One room at MFE dedicated as a low-cost space
5. Do you have any specific ideas that might boost visitation, visibility and purpose for Maroondah Federation Estate?
 - Promotion of the space - is not well located to be visible
 - People don't know what it is, if it has things to do there
 - Art trail and connect to the station
 - Needs some really unique programs, eg Easter Egg Hunt - annual events
Halloween trick or treat activities - eg treasure hunt, Xmas, light festival - Vivid, cinema nights - needs some pop up events to promote the spaces, make use of the gardens
 - Promote to families for xmas events, special events etc, promote to schools for school picnics - coffee van,
 - Consider partnerships with university / TAFE to activate café
 - Name is unclear as to what the value of the - needs a creative name
 - Gold coin tour in CBD - follow gold coins to connect to local historical tours - self guided tours - could apply it to many things - nature trails, historical trails etc
6. Share any New Ideas that might add to the mix of creative activities and services in Maroondah?
 - Active transport links to arts trails
 - Work in local land care groups
 - Bike trails - links to history and the arts, along the pathways
 - Consider local flora and fauna, historical trails
 - First Nations artwork interpretations
 - Key to historical sites- gets access to venues, historical cultural heritage tours
 - Nature play with Kinders - creative nature arts play

CROYDON MAIN STREET ENHANCEMENT PLAN

ITEM 4.2

Nathan Bachmann spoke about the history of the Croydon Main Street Enhancement Plan noting the funding from the Federal Government.

He spoke about the networking which occurred before the consultation and who Council met with including Croydon Main Street Traders Association and Croydon Conservation Society.

Nathan also spoke about the community consultation results from which came from social media channels, QR codes, eNews, YourSay etc.

He shared some of the questions proposed in the consultation and spoke about how the answers were prepared - 'yes/no' option but with the ability to provide additional context to the feedback which provided a deeper understanding of the current issues.

Nathan shared some images of strip shopping ideas that worked well and some that did not work well and discussion occurred about parking options along Main Street compared to other strip shopping centres.

Discussion surrounded advice stating parallel parking is safer than angled parking and would be a preferred option noting previous injury incidents involving angled parking, particularly with older drivers. Samantha Bartlett advised that the traders were opposed to losing any on street parking.

There was also discussions in relation to people with a disability having to exit maxi cabs straight onto the road when disembarking and it was agreed that this was not a safe option with angled parking.

Nathan provided a further update regarding the concept design including key features such as possible materials to be used i.e. refurbished bricks.

Gordon Allan left the meeting at 10:45am.

Nathan advised that the next steps include undertaking community consultation in October which will include -

- Meeting with Croydon Conservation Society and Croydon Historical Society
- Engaging with Council's Advisory Committees
- YourSay online engagement
- Pop up stands

Further to this there will be the finalisation of the design with further updates in the coming months. Early 2026 commence next stage of construction.

ROUND TABLE UPDATE

ITEM 4.3

Inspector Jacinta Hanscomb provided an update regarding the local safety area issues including prior notifications of events. Continued issues at train stations and shopping centres.

Shaun Allen spoke about youth crime, vehicle based crime and anti-social behaviour.

Jacinta to send around a link to CCTV community mapping areas to assist with crime coverage - shared offline with Council and Main Street Traders Association.

Sarah Treweek provided an update regarding water efficiency with businesses in the commercial space.

Sam Bartlett spoke about businesses and the cost of living noting businesses in Croydon need the local support. Sam noted the effects of a year without a special rate and charge scheme.

Sharyn spoke about ensuring all land is well maintained in the lead up to the warmer months. She also noted the upcoming Domestic Animals Management Plan. Discussion was also held over the proposed increases of the possibly 94% of State Government levies included in animal registration.

ACKNOWLEDGMENT OF COMMITTEE MEMBERS LAST MEETING

ITEM 4.4

Cr Steane thanked community members for contributing to the committee. He noted that this was Linda Tubnor's last meeting and wished her all the best.

CLOSE OF MEETING - NEXT MEETING: 2026 TBC

ITEM

Cr Steane closed the meeting and thanked all members for their attendance this year.

He advised that the dates for the 2026 meetings will be distributed early next year.

The Meeting concluded at 11:23am.



Maroondah Environment Advisory Committee – Minutes

Meeting Details:

Date: Tuesday 28 October 2025 Time: 6:45pm - 8:30pm Location: Meeting Rooms
1 & 2, Realm

Attendees:

Councillors

Cr Chris Jones (Chair)
Cr Claire Rex
Cr Paul Macdonald

Council Officers:

Grant Meyer, Manager City Futures
Anita Ransom, Coordinator Strategic Planning and Sustainability
Emma Hills, Governance Office (Minute Taker)
Antonia Heward, Team Leader Waste Strategy and Policy Item 4.1
Elissa Bates, Creative Places Manager Item 4.2
Brit Josephs, Theatre Programs and Events Coordinator Item 4.2

Community Representatives:

Alicia Lehr
Elspeth De Fanti
Jessica Odlum
Ken Whitney
Kirsty Bishop-Fox

Apologies:

Councillors:	Nil
Council Officers:	Nil
Community Representatives:	Dennis Zhang, John Senior, Lisa Keedle, Liz Sanzaro

Conflict of Interest Disclosure:

Councillors:	Nil
Council Officers:	Nil
Community Representatives:	Nil

Items Discussed

1. OPENING OF MEETING

Cr Jones provided an Acknowledgement of Country.

2. WELCOME

Cr Jones welcomed everyone to the meeting.

CONFIRMATION OF MINUTES - TUESDAY, 5 AUGUST 2025

ITEM 3

The minutes of the previous meeting were confirmed by consensus.

4. ITEMS

UPDATE ON COUNCIL'S WASTE PROGRAM AND SERVICES

ITEM 4.1

Antonia provided an overview of the Victorian Government kerbside reforms and what they require of Councils.

Antonia spoke about the advocacy that Council is doing regarding the requirement to have a glass only household service. She outlined why this advocacy is needed and the research that had been conducted regarding a glass only service.

Discussion surrounded the Government's response to the advocacy efforts as well as the Councils where glass only services have already been implemented.

Antonia provided a snapshot of the metropolitan and regional Councils in Victoria that have and have not adopted glass recycling.

The Committee discussed the costs to implement the glass only service.

Antonia spoke about Council's waste strategy review and how Council is tracking against each of the outcome areas. She also provided the trends for household generation rates for each of the waste streams over the last five years.

Discussion surrounded soft plastics including how and where this recycling stream could be reintroduced.

Antonia provided an overview of some of the challenges with the kerbside reforms.

Antonia spoke about the risk of battery fires and the strategies that have been introduced to manage those risks. She also outlined the opportunities relating to increasing responsive education in relation to reducing the risks.

Discussion surrounded the options for disposing of batteries correctly and how Council can assist in reducing products with embedded batteries.

Antonia outlined Council's waste education scheme including e-waste collection events. She also spoke about education parentships and the participation numbers for workshops and events that the waste team have held.

Antonia spoke about the proactive ways in which they are increasing accessibility regarding waste education and information. She also outlined the successful reusable education programs that are run through Council.

The Committee discussed ways to improve education such as including visual material so that people know what to expect from events and increasing education programs at schools.

CONSULTATION ON CREATIVE MAROONDAH STRATEGY

ITEM 4.2

Elissa provided an overview of the Creative Maroondah Strategy consultation that is currently underway. She outlined the scope of the new strategy and the different spaces it covers.

Brit spoke about the key stages and timeline of the consultation and provided an overview of the strategic context for the strategy.

Elissa and Brit spoke about how the strategy ties in with Maroondah 2050 and provided a calendar of events relating to the arts and Karralyka.

Elissa outlined how they will be developing the themes and priorities for the strategy.

Elissa posed five questions to the Committee and provided context for each of the questions with feedback provide below.

1. What cultural tourism initiatives might make Maroondah a visitor destination and help grow the local economy?
 - The playground in Wonga Park that tells a story as you play on it is well done.
 - The dementia trail in Ballarat is effective and playful.
 - Immunisation sessions could be held at places like Federation Estate to provide a calming environment.
2. How might Council improve access to arts activities for all?
 - Forest therapy or women's circles at places like Karralyka.
 - Intergenerational activities such as The Men's Shed teaching activities to youth.
 - Lost Trades Fairs to pass on the skills of older generations.
 - Building a stage in a large open space area to encourage community groups or families to put on performances or activities.
3. Public art helps create vibrant, safe and connected public spaces. What locations in Maroondah might benefit from more public art and why are these sites a priority?
 - Strip shops such as East Ringwood, Maroondah Village or Eastfield shops could introduce murals on plain/brick walls.
 - Incorporating art into existing walking trails to improve their walkability.
 - The underpass under the Ringwood Bypass could benefit from a mural or lighting to change the feel of that spot.
 - Train stations.
 - Incorporating existing public art into new spaces such as the Frog near Croydon Library.
 - Work consistent with the Mullum Mullum Biolink Action Plan to include art that relates to the natural flora and fauna in that space.
 - Enhancing the connection between the Croydon Community Wellbeing Precinct and Croydon Main Street to assist in joining those spaces.

- Tarralla Creek.
4. What activities might boost visitation and increase enjoyment of creative venues and surrounding open spaces? Do you have any specific ideas that might boost visitation and enjoyment of Federation Estate and gardens?
- Federation playground needs upgrading.
 - Including Council facilities like waste drop points for batteries to increase foot traffic to creative venues.
 - Bush tucker sessions or interactive experiences to increase interest in visiting a location.
 - Activities relating to the interactive First Nations seasons wheel for children/people to engage with, for example markers at certain locations that can be changed according to the seasons.
 - Photography competitions with categories for photographing rare species to increase awareness of local flora and fauna.
5. Share any new ideas that might add to the mix of enviro-arts or sustainable arts activities in Maroondah?
- Competition to guess things like the tallest or oldest tree in Maroondah.
 - Light and sound shows in places like Ringwood Town Square.
 - City of Melbourne 'letter to a tree' initiative to increase appreciation for natural assets.

Elissa provided the consultation survey weblink for members to provide additional feedback.

FOR INFORMATION REPORT DISCUSSION

ITEM 4.3

Anita advised that the For Information Report was circulated with the agenda and that the Climate Change Plan would be going out for consultation on 7 November 2025. Feedback from Committee members is warmly welcomed along with support promoting to others. An email will be sent to the Committee with information about the consultation.

ACKNOWLEDGEMENT OF COMMITTEE MEMBERS

ITEM 4.4

Cr Jones advised that this is the last meeting of the year and an email would be sent out with information regarding continuing on the Committee for those who would like to.

Cr Jones thanked Ken for his time on the Committee as he would not be continuing next year.

MEETING CLOSE

ITEM 4.5

Cr Jones thanked everyone for attending the meeting.

The meeting concluded at 8:34pm.



Maroondah Community Health and Wellbeing Committee – Minutes

Meeting Details:

Date: Wednesday 29 October 2025 Time: 9:30am - 11:30am Location: Meeting Rooms 1 & 2, Realm

Attendees:

Councillors

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

Council Officers:

Grant Meyer, Manager City Futures
Belinda Rose, Coordinator Community Health
Adam Cooper, Coordinator Community Wellbeing
Rosemary Joy, Coordinator Arts Activation
Elissa Bates, Manager Creative Places
Elise Murphy, Coordinator Arts and Cultural Development
Chloe Messerle, Senior Governance Officer (Minute Taker)

Agency Representatives:

Deborah Cocks - Eastern Access Community Health (EACH)
Maria Allison - Communities of Wellbeing
Lochlan Hamilton - NEAMI National
Chloe Cousins - North Eastern Public Health Unit (NEPHU)

Community Representatives:

Gagan Agrawal
Karly Horton
Janni Haskin

Apologies:

Councillors:

Cr Daniella Heatherich

Council Officers:

Andrew Fuaux, Director Strategy and Development
Joanne Kyrkilis, Social Planning & Development Officer

Agency Representatives:

Jodie Murphy - Eastland
Jo Ong - Eastern Melbourne Primary Health Network (EMPHN)
Brooke Young - Outer Eastern Local Learning & Employment Network (OELLEN)
Rod Donald - Youth Support + Advocacy Service (YSAS)

Community Representatives:

Cathy White, Prateeti Sabhlok

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

Cr Hancock opened the meeting and read an Acknowledgment of Country.

2. WELCOME

Cr Hancock welcomed all to the meeting.

2.1 Housekeeping

Cr Hancock advised where the facilities and emergency exits are located.

CONFIRMATION OF MINUTES - WEDNESDAY, 23 JULY 2025

ITEM 3

As there was no quorum at the last meeting, the minutes were unable to be confirmed.

4. ITEMS

ART TOUR AT REALM

ITEM 4.1

Rosemary Joy led the Committee on a tour of the Realm Art Space.

Deborah Cocks entered the meeting room at 9:54am.

CREATIVE MAROONDAH STRATEGY CONSULTATION

ITEM 4.2

Elissa Bates and Elise Murphy provided background to the Creative Maroondah Strategy Consultation, advising that they are seeking feedback on how Committee members engage with arts and cultural facilities and creative offerings.

The input will shape the Creative Maroondah Strategy 2026-2030. The Strategy will set the vision, priorities, and framework for creative services & builds on the current Arts and Culture Strategy 2020-2025. Key stages and timelines were provided.

Elise shared the upcoming events in the arts space in Maroondah as well as events at Karralyka noting the halls and facilities that are available to hire.

Elissa shared the developing Strategy and themes which include -

- **Creative Places** – Facilities & Precincts
- **Creative Programs** – Arts & Culture, Karralyka Services

- **Creative Industry** – Grants, Networks, Skills Training, Sector Development, Cultural Tourism, Regional Opportunities
- **Creative Community** – Partnerships, Participation, Engagement, Promotion & Connection, Community led activities

The Committee broke up into two groups to discuss the following questions:

1. What Cultural Tourism initiatives might make Maroondah a visitor destination and help grow the local economy?
 - Indian Festival hosting - would attract many people from all over Melbourne
 - Other cultural activities hosted through our venues
 - Local history arts trails - plenty of people grew up in the area and would visit to reconnect with the rich local history of Maroondah
 - Youth and Children programs (eg art exhibitions, busking), can attract children and families - eg VCE art exhibitions
 - Attract groups who hire space out of Maroondah back in to hire our spaces, target the large cultural groups back to hire our space
 - More participation in the arts - not just visit, but get involved

Public Art:

- New public art trails - or enhance current Turner Art Trail (ie with QR codes, children / family interpretation)
- Public art tour - add morning tea / lunch featuring arts venues ie Maroondah Federation Estate (MFE)
- Street art murals

Marketing & Promoting Destination / Visitor Schedules:

- Plan One Day in Maroondah - what to do on the weekend
- Engage with Mamma Knows East / Mums of the Hills - to promote venues within Maroondah as destination for parents and families
- Monthly meets at revolving venues - ie hidden arts venues / cafes of Maroondah
- Destinations within 5km challenge
- Cross Maroondah promotion and linkage - ie Mondays in Maroondah, Friday at Federation Estate
- Linking venues visually - ie a sign at ArtSpace about MFE
- Tap into Council teams - ie Maternal Health Nurses and Neighbourhood houses for promotion of arts programs with leaflets

Innovative Arts Events:

- More participatory events - multimodal / hands on / intergenerational, putting art theory into action, opening up creativity for children and adults
- Highlighting our arts venues and spaces
- How to move people or create a shift in people in terms of wellbeing, sparking something, open-ended enquiry

Attracting Different Audiences:

- Young people will have to grapple with upcoming social media ban - could work with schools and groups to share creative things to do in Maroondah, free options
- School newsletters
- Maroondah e-news / print brochures exist and work well for some, but need to see how else to communicate
- Eastland a big hub where all kids come - using video / screen
- Word of mouth

- Free experiences
 - Competition-based / incentives
2. How might Council improve Access to Arts activities for all?
- Deeper understanding as to why people may not be attending
 - Already rather high levels of engagement, already many children engaged
 - Could do more for seniors - travel may be an issue, tap into the cultural seniors groups, understand their barriers
 - Focus on a diverse mix - bring many cultural groups together - don't always separate by culture - a program or event that prompts curiosity about all the diverse cultures in Maroondah
 - Consider a cultural diversity art show at MFE Gallery - promote engagement across many cultural groups, way to engage with those communities and better understand their needs and interests
 - Space where you can design and create something - but also smash or deconstruct it if you like. Popular in mental health and wellbeing
 - Accessibility for hearing impaired community - in programs, for instance Storytime in particular is done well in Manningham, led by hearing-impaired people.
 - Aunty Daphne and Aunty Irene portrait artwork is wonderful - highlight these works that reflect the diversity of Maroondah and hold artist talks etc around them
 - More physically accessible spaces
 - Design of artwork / exhibitions could include an accessibility check / or adjustment for audiences - ie current ArtSpace show with flickering lights may exclude some audiences, are there alternatives?
 - Awareness of services and ability to access - partnerships important in this area (some good local orgs)
3. Public Art helps create vibrant, safe and connected public spaces. What locations in Maroondah might benefit from more public art & why are these sites a priority?
- Public busy spaces, such as Stations, Bus Stops, Shopping centres, major infrastructure like bridges & prominent areas
 - Places that need improved perceptions of safety - graffitied spaces - put murals and they don't get tagged, improves the sense of safety
 - Major large-scale artwork can change space totally
 - Ensure it is funded and properly maintained, accept that it has a lifespan
 - Lighting projections - eg white night, dynamic arts regional attraction
 - Mullum Mullum / Tarralla Creek Trails - more sculpture. ie similar to McClelland Sculpture Park - more additions of public art, could be sponsored by local businesses
 - Remove temptation for graffiti - by increasing public art opportunities (ie under bridges)
 - Public art with minority groups - ie Maroondah has Burmese and multiple different communities - brings awareness of and celebrates these groups
 - Street art murals - an opportunity to tap into cultural tourism
 - The initial entrance and first impression to Maroondah - a number of large vacant/run down sites off Eastlink, coming from city, gateway experience to Maroondah not great. Could also include trees / natural solutions.
 - Near where Genesis Health & Fitness business is (93-97 Maroondah Hwy, Ringwood) - needs rejuvenation
 - Within Maroondah's Activity Centres (Ringwood & Croydon), public art is important - Council could work with developers to co-present more public art experiences.

4. What activities might boost visitation and increased enjoyment of our Creative Venues for example MFE?
 - Needs more promotion - don't know what it does or when to go there
 - Use the gallery to bring local families and schools into the space
 - Wyreena has a great café, needs to also be offered as an experience - use the space as training space, eg Yarrunga training;
 - Food truck festival - testing the waters, not permanent, pop ups are a great way to trial engagement methods
 - Outdoor movie nights - promote use of the gardens more so, with the food trucks
 - At MFE: Noted that MFE is underutilised in many ways currently
 - Healthy food / café - no café at MFE currently, having a social-purpose café operating this might help, people would also come just to visit the group
 - Could Council support a roving coffee / food van to go between council venues (ie MFE) and other places (ie McAlpin Reserve always packed but no food / coffee), if MFE alone cannot support a coffee / food offer?
 - Something for the children - lots of parents and groups looking for places to go that are accessible
 - Look at playground - as Wyreena playground operates, it could be a strength and attractor if rejuvenated
 - MFE so out of the way - people forget that it's there.
 - Signage for / at MFE needs to improve, across Maroondah more generally too
 - Incorporate as part of an art trail
 - Look at other councils and what works
 - Needs active programming - MFE Gallery not able to do this by itself
 - Resources needed - think carefully about value of café for instance over other areas, depending on audiences
 - Travelling art show
 - Roving art classes across creative venues - MFE, Wyreena and elsewhere
 - Tap into Council teams - ie Maternal Health Nurses and Neighbourhood houses for promotion of programs / leaflets
 - Tap into existing groups there already - Mini Maestros, grandparents groups, encourage them to stay longer at the space or program into the public spaces - to create peak moments where venue is alive
 - Move or extend something already popular there - ie last Sunday of the month program a Market, aligned with same date as Farmers Market at Great Ryrie, when more people in that area
 - Entice people over from the oval into MFE spaces - give them a reason to come
 - Self-led arts / creative activities and picnic mats available to use at MFE, ie for nature play (like a Toy Library approach in Norwood but for Ringwood). Could be self-serviced, ie get a code and collect it from a locker. Would be willing to pay a small annual fee - ie \$20.

5. Share any new ideas that might add to the mix of creative activities and services in Maroondah?
 - Largescale arts to attract people
 - The "trolls"
 - Music activations - thinking about outdoor music spaces - play spaces that involve artists, playground areas.
 - Public Piano can really activate space.

LIVEABILITY, WELLBEING AND RESILIENCE STRATEGY UPDATE

ITEM 4.3

Adam Cooper provided some background on the Liveability, Wellbeing and Resilience Strategy and advised on the public exhibition results.

The results show that the community is still very supportive of the Strategy from when it was originally written in 2021. Adam shared the general comments on the Strategy - noting strong support and community understanding.

The Strategy was adopted at the 22 September 2025 Council Meeting and was submitted to the Department of Health in October 2025.

The next steps include the implementation of the six Action Plans/Strategies under the Liveability Strategy -

Further consultation will be held through Café Consult at the Maroondah Festival on Sunday 9 November 2025.

STRATEGIC INFORMATION SHARE

ITEM 4.4

Gagan spoke about the Maroondah Indian community hosting a food show at the Maroondah Festival.

Janni spoke about the health care system in Maroondah and advised how grateful she is for the service. She spoke about the importance of checking in with each other.

Cr Hancock spoke about the importance of The Babes Project, speaking about an event she attended in Croydon.

Cr Gordon spoke about the Council event to be held on 13 November 2025 for the International Day of People with Disability. She advised members to look on Council's website for more details.

Maria spoke about the Communities of Wellbeing AGM on Wednesday 5th November at Realm, following that there will be a guest speaker. Maria provided an update on the Communities of Wellbeing events during the year.

Karly introduced herself and spoke about her own positive experiences in the community and with Council's services.

Deborah spoke about her role as the Population Health Officer advising of the recently released four year plan from EACH. She spoke about healthy eating and food systems across the early years and through primary school - noting ways to swap certain foods out to ensure healthy options.

Chloe spoke about launching the next 4 year catchment plan. Chloe spoke about healthy eating and food systems along with the health care sector.

Belinda spoke about Community Safety advising its covers - Local Laws, Community Health, Emergency Management providing information to what is included.

ACKNOWLEDGEMENT OF MEMBERS

ITEM 4.5

Cr Hancock spoke about the inclusion of social inclusion and equitable access to services as part of the new scope of the Committee, noting that this will be included in the Terms of Reference set to be considered/endorsed in 2026. Discussion surrounded the increase of agency members from 8 to 12 and for community members from 4 to 6.

Cr Hancock advised that Cathy White and Prateeti Sabhlok will not be continuing with the Committee. She thanked them for their time on the Committee and wished them well for the future. Cr Hancock also advised that Gagan Agrawal, Karly Horton and Janni Haskin will be continuing with the Committee in 2026.

CLOSE OF MEETING - NEXT MEETING: 2026 (TBC)

ITEM 4.6

Cr Hancock closed the meeting advising that the 2026 meeting dates will be distributed towards the end of the year.

The meeting concluded at 11:32am.

***S11A Instrument of Appointment and Authorisation
(Planning and Environment Act 1987)***



**Instrument of Appointment and Authorisation
*(Planning and Environment Act 1987)***

Council Officer Name

Service Area



**Instrument of Appointment and Authorisation
(Planning and Environment Act 1987)**

In this instrument "**officer**" means -

Council Officer Name

By this Instrument of Appointment and Authorisation, Maroondah City Council -

1. under s 147(4) of the *Planning and Environment Act 1987* - authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987* and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This instrument is authorised by a resolution of **Maroondah City Council** on 24 November 2025.

THE COMMON SEAL of MAROONDAH CITY)
COUNCIL was affixed hereto on 24 November)
2025, in accordance with the resolution of)
Council made on 24 November 2025, in the)
presence of:)

.....

Councillor

.....

Chief Executive Officer

***S11B Instrument of Appointment and Authorisation
(Environment Protection Act 2017)***



**Instrument of Appointment and Authorisation
(Environment Protection Act 2017)**

Officer Name

Service Area



Instrument of Appointment and Authorisation (*Environment Protection Act 2017*)

In this instrument "officer" means -

Officer Name

By this instrument of appointment and authorisation, Maroondah City Council -

under s 242(2) of the *Environment Protection Act 2017* ('Act') and the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021 - appoints the officer to be an authorised officer for the purposes of exercising the powers and functions set out in the Instrument of Direction of the Environment Protection Authority under the Act dated 4 June 2021.

It is declared that this instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This instrument is authorised by a resolution of **Maroondah City Council** on 24 November 2025.

THE COMMON SEAL of MAROONDAH CITY)
COUNCIL was affixed hereto on 24 November)
2025 in accordance with resolution of Council)
made on 24 November 2025, in the presence of)

..... Councillor

..... Chief Executive Officer



Maroondah City Council

Council Plan 2025 - 2029

Priority Actions Progress Report

Quarter 1, 2025/26 Financial Year
Status as at 30 September 2025

Maroondah City Council

Council Plan 2025 - 2029 Priority Actions Progress Report

Quarter 1, 2025/26 (as at 30 September 2025)






The Council Plan is Council's medium-term strategy that describes the objectives, strategies, initiatives, services, and performance indicators of Council, in working towards the long-term community vision outlined in *Maroondah 2050 - Our future together*.

The *Council Plan 2025-2029* is structured around the five outcome areas of the Maroondah 2050 Community Vision and describes how Council will work towards the realisation of the community's vision. It plays a vital role in shaping Maroondah's future over the four-year period, identifying both challenges and opportunities for our community at local and regional level, and forming the basis for Council to make decisions regarding resources and priorities.

For each year of the *Council Plan 2025-2029*, Council presents to the Maroondah community a set of priority actions for implementing the key directions of the Council Plan. This helps to ensure that the Plan continues to be aligned with the Maroondah 2050 Community Vision and is responsive to community needs and expectations. For the 2025/26 year there are 39 priority actions.

This report identifies Council's progress in relation to the Council Plan priority actions for the 2025/26 financial year as at 30 September 2025. For many actions, delivery spans multiple years.

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 39 Priority Actions listed in the Council Plan 2025-2029 for the 2025/26 financial year. As at 30 September 2025, one (1) priority action is complete and 38 actions are in progress, with all in progress actions rated as 'on track'.

The action completed is:

- Determine Council's role in positive ageing and support for Maroondah's older people





Council Plan 2025 - 2029

Year 1 - 2025/26 Priority Actions

Q1 Progress Reporting - as at 30 September 2025

A healthy, inclusive and connected community



No.	Council Plan Priority Action	Phase in 2025/26	Progress Comment	On track	Status	Target Completion	Directorate	Service Area
1	Determine Council's role in positive ageing and support for Maroondah's older people	Transition	Council has undertaken a comprehensive review with the future direction for Council's aged and disability services to focus on positive ageing, and supporting the capacity of local clubs and organisations to provide opportunities to Maroondah's older people to engage and connect with activities that are meaningful to them. Council has accepted the Australian Government's invitation to continue delivery of the funded Meals on Wheels service for a further two years to 30 June 2027. The Commonwealth Home Support Program – social support and allied health services – transitioned to a new provider from 1 July 2025.	✓	Complete	2025/26	People and Places	Community Services
2	Review, update and implement the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 (including the Health and Wellbeing Action Plan)	Review and update	A 2025 update to the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 has been prepared to ensure the strategy remains current and relevant. The updated Strategy was adopted by Council on 22 September 2025 and subsequently submitted to the Minister for Health.	●	In progress	Beyond 2028/29	Strategy and Development	City Futures
3	Develop and implement Council's Reconciliation Plan	Develop	Work is underway on drafting a Maroondah Reconciliation Plan following consultation with First Nations representatives and organisations. Completion of the Plan is expected in early 2026.	●	In progress	Beyond 2028/29	Strategy and Development	City Futures
4	Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct (CCWP)	Design and construct stage 2 & 3	The \$43 million CCWP Cultural Hub is currently under construction and the new facility is scheduled for completion in late 2027. Early works construction of the \$15 million CCWP Multi-purpose Hub have commenced and the new facility is also scheduled for completion in late 2027.	●	In progress	Beyond 2028/29	Assets and Leisure	Projects and Asset Management
5	Work in partnership with a broad range of service providers and community organisations and groups to develop and deliver services, activities and experiences in the Croydon Community Wellbeing Precinct (CCWP)	Partner, plan and activate	Community Hub 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. Planning for a community services and wellbeing co-working hub for Level 1 of the Cultural Hub is being progressed.	●	In progress	Beyond 2028/29	Strategy and Development	City Futures



Council Plan 2025 - 2029

Year 1 - 2025/26 Priority Actions

Q1 Progress Reporting - as at 30 September 2025

A healthy, inclusive and connected community



No.	Council Plan Priority Action	Phase in 2025/26	Progress Comment	On track	Status	Target Completion	Directorate	Service Area
6	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	Partner and advocate	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 2028/29	Strategy and Development	City Futures
7	Design and construct the redevelopment of The Rings and Ringwood Golf (subject to funding)	Plan, design and advocate	Concept plans for the redevelopment of The Rings and Ringwood Golf have been developed. The major redevelopment incorporates an expansion of up to four additional courts; a new and integrated golf facility for Ringwood Golf; and the rationalisation of the current golf facilities. Council is advocating/exploring future funding opportunities for this \$60m redevelopment.	●	In progress	Beyond 2028/29	Assets and Leisure	Projects and Asset Management
8	Design and construct the Quambee Reserve tennis redevelopment	Plan and design	Concept designs for the Quambee Reserve tennis redevelopment have been developed, key stakeholders have been identified and engaged, and relevant discussions have taken place. An in-principle agreement to proceed with the project has now been reached. The next stages of this project involve site planning, detailed design works, community consultation and exploring funding opportunities.	●	In progress	2027/28	Assets and Leisure	Leisure and Major Facilities
9	Work in partnership to plan for and support the Victorian Government kindergarten reforms, including advocating for funding at all levels of government for new and redeveloped facilities to enable these reforms in Maroondah	Plan and advocate	Council continues to work to understand the evolving impacts and opportunities for the Maroondah community arising from the Victorian Government's expanded kindergarten reform. Council is monitoring changing data, local variables and feasibility studies for Council's early years infrastructure to support strong advocacy for capable infrastructure for kindergarten services in areas of demand now and into the future.	●	In progress	Beyond 2028/29	People and Places	Community Services



Council Plan 2025 - 2029

Year 1 - 2025/26 Priority Actions

Q1 Progress Reporting - as at 30 September 2025

A safe and liveable community



No.	Council Plan Priority Action	Phase in 2025/26	Progress Comment	On track	Status	Target Completion	Directorate	Service Area
10	Construct the Ringwood Activity Centre Carpark	Construct	Construction of the \$33.6 million Ringwood Activity Centre Carpark is nearing completion. Opening of the carpark is scheduled for mid-November 2025. Located adjacent to Ringwood Station and bus interchange, the carpark will provide 320 parking spaces, including accessibility bays and electric vehicle charging bays.	●	In progress	2025/26	Assets and Leisure	Projects and Asset Management
11	Develop and implement a liveable neighbourhoods strategy	Develop	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 been prepared with attention now turning to implementation.	●	In progress	Beyond 2028/29	Strategy and Development	City Futures
12	Undertake staged enhancements of the Ringwood Metropolitan Activity Centre including: <ul style="list-style-type: none"> • Maroondah Highway Boulevard (subject to funding) • Staley Gardens (subject to funding) 	Develop	Maroondah Highway Boulevard development is subject to funding. Concept design plans have been completed and preliminary costing options have been undertaken for future advocacy. The Staley Gardens project is contingent upon Ringwood Metropolitan Activity Centre residential development triggers requiring the provision of open space in response to public amenity requirements.	●	In progress	Beyond 2028/29	People and Places	Business and Precincts
13	Work in partnership to implement road improvement works at: <ul style="list-style-type: none"> • Eastfield Road, Railway Avenue and Morinda Street, Ringwood East • Holloway Road, Croydon North • Glenvale Road, Ringwood North 	Design and construct	The design of traffic signals at Eastfield Road, Railway Avenue and Morinda Street Ringwood East is expected to be completed in late 2025, with works to commence on installation of the signal infrastructure in early 2026. The works are expected to be completed and the traffic signals operational by the end of 2025/26 program year. Community engagement regarding the design of works for Holloway Road in Croydon North are complete and the detailed design is being finalised based on the community feedback. It is expected that the works will commence in early 2026, with completion expected in 2026/27. Development of the Glenvale Road upgrade project has commenced with works expected to commence in 2027/28.	●	In progress	2028/29	Strategy and Development	Engineering and Building Services



Council Plan 2025 - 2029

Year 1 - 2025/26 Priority Actions

Q1 Progress Reporting - as at 30 September 2025

A safe and liveable community



No.	Council Plan Priority Action	Status	Phase in 2025/26	Progress Comment	On track	Target Completion	Directorate	Service Area
14	Work in partnership with the Victorian Government to implement the objectives of Victoria's Housing Statement for the Ringwood Metropolitan Activity Centre	In progress	Partner and implement	Council has worked closely with the Victorian Planning Authority regarding updates to the Ringwood Metropolitan Activity Centre Masterplan. In April 2025, the Victorian Government gazetted new controls that implement the updated Masterplan and introduced a new zone around the Activity Centre - the Housing Choice and Transport Zone (HCTZ).	●	2026/27	Strategy and Development	City Futures
15	Develop and implement masterplans for the Croydon and Ringwood East activity centres	In progress	Develop and implement	The Croydon Activity Centre Structure Plan was adopted by Council in July 2025. Work has commenced on preparing associated planning controls. Project scoping has commenced for the development of a Ringwood East Activity Centre Masterplan.	●	Beyond 2028/29	Strategy and Development	City Futures
16	Implement technological advancements for car parking management within Maroondah	In progress	Trial	A paid parking trial has commenced in the Ringwood Metropolitan Activity Centre with the introduction of parking technology in Seymour and Charter Streets in May 2025. The trial aims to optimise a range of parking options, improve the overall efficiency of parking management and promote turnover of parking spaces, thereby enhancing traffic flow and accessibility in busy areas.	●	Beyond 2028/29	Strategy and Development	Community Safety
17	Undertake footpath construction in the Principal Pedestrian Network and progress the renewal of the Mullum Mullum Creek shared trail	In progress	Construct	During 2023/24, Council worked in partnership to undertake renewal works on the Mullum Mullum Creek shared trail. Renewal of the section of the trail from Marilyn Crescent to Kalinda Road will be completed in the 2025/26 financial year. The next stage from Kalinda Road to Highland Crescent is scheduled for construction in the 2026/27 financial year. The footpath construction program for 2025/26 has been developed and construction planning has commenced.	●	Beyond 2028/29	Strategy and Development	Engineering and Building Services
18	Advocate to the Australian and Victorian Governments for the provision of new and upgraded transportation infrastructure in Maroondah	In progress	Advocate	Council has continued to advocate for the transport needs of the Maroondah community, with key projects discussed at briefings with local Federal and State Members of Parliament in August 2025.	●	Beyond 2028/29	Executive Office	Senior Executive Office



Council Plan 2025 - 2029

Year 1 - 2025/26 Priority Actions

Q1 Progress Reporting - as at 30 September 2025

A green and sustainable community



No.	Council Plan Priority Action	Phase in 2025/26	Progress Comment	On track	Status	Target Completion	Directorate	Service Area
19	Work in partnership to advocate to the Victorian Government to postpone the mandatory implementation of the glass only bin service to households, as well as the expansion of the Container Deposit Scheme	Partner and advocate	Council has continued to advocate strongly to the Victorian Government regarding this policy position to postpone mandatory implementation of a glass bin residential service and consider the expansion of the Container Deposit Scheme (CDS) to align with models in other Australian states. Representations have been made by Council via successful motions to the Municipal Association of Victoria (MAV) State Council in May 2025 and the Australian Local Government Association (ALGA) National General Assembly in June 2025. Council has also raised concerns in recent months on behalf of the community directly with the Minister for Local Government (Vic), Minister for the Environment (Vic), and the Department of Energy, Environment and Climate Action. Council continues to play a key leadership role in convening a joint Councils group to advance sector advocacy on the issue.	●	In progress	2026/27	Chief Financial Office	Governance and Performance
20	Implement Council's Sustainability Strategy 2022-2031, including the development of a Climate Change Plan	Develop	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. The Plan will be placed on public exhibition in November 2025 for feedback.	●	In progress	Beyond 2028/29	Strategy and Development	City Futures
21	Review, update and implement Council's Waste, Litter and Resource Recovery Strategy 2020-2030	Review and update	Implementation of this Strategy has continued with a range of initiatives undertaken over the past quarter in addition to ensuring an effective three-bin kerbside collection service across Maroondah. Council has continued to play a lead role in sector advocacy to the Victorian Government regarding the proposed kerbside reforms, including the costs and benefits of the glass only service. A series of waste education initiatives are planned to be undertaken from July to December 2025 including: FOGO BioGro Tours; an eWaste Collection Day; a Detox Your Home event; several education sessions on composting, reducing plastics, eco-friendly sanitary products; and general waste management awareness sessions. Planning is underway for the forthcoming implementation of the draft Victorian Waste Service Standards, which will remain a key priority throughout the 2025/26 financial year.	●	In progress	Beyond 2028/29	Chief Financial Office	Governance and Performance



Council Plan 2025 - 2029

Year 1 - 2025/26 Priority Actions

Q1 Progress Reporting - as at 30 September 2025

A green and sustainable community



No.	Council Plan Priority Action	Phase in 2025/26	Progress Comment	On track	Status	Target Completion	Directorate	Service Area
22	Develop and implement a series of Biolink Action Plans that implement the Maroondah Habitat Connectivity Study	Develop	Eight 'biolinks' were previously identified as the best routes through the Maroondah landscape to improve habitat connectivity across the municipality. The first of these, the Mullum Mullum Creek Biolink Action Plan 2025-2035, was adopted by Council in December 2024 and implementation has now commenced. Engagement with key stakeholders for the Dandenong-Tarralla-Bungalook Creeks Biolink Plan has taken place with public exhibition of the Plan set for early 2026.	●	In progress	Beyond 2028/29	Strategy and Development	City Futures
23	Work in partnership to undertake staged implementation of the Reimagining Tarralla Creek project	Plan and advocate	Council continues to work with Melbourne Water to progress the Reimagining Tarralla Creek project. Melbourne Water has successfully applied for a grant from the Federal Government Urban Rivers Catchment Program (\$9.8 million) to fund Stage 2, with the remaining funding coming from Melbourne Water's Reimagining Your Creek program (\$17 million). 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. Design of Stage 2 works has commenced to extend the naturalised creek downstream from Vinter Avenue to Eastfield Road, with Council participating as a member of the design working group.	●	In progress	Beyond 2028/29	Strategy and Development	Engineering and Building Services
24	Undertake flood mitigation works at: • San Remo Road, Ringwood North • Possum Lane, Heathmont • Erica Crescent, Heathmont	Design and construct	Development of designs for flood mitigation projects has commenced. Works at San Remo Road in Ringwood North project are programmed for delivery in the 2026/27 financial year. Works at Erica Crescent and Possum Lane in Heathmont are programmed for delivery in the 2027/28 financial year.	●	In progress	2028/29	Strategy and Development	Engineering and Building Services
25	Implement Council's annual streetscape enhancement program	Implement	Council's streetscape enhancement program will continue in 2025/26. The program aims to replace ageing or underperforming street trees to maintain and improve the municipality's "leafy green" environment, focusing on streets where trees have low useful life expectancy or where canopy cover is low.	●	In progress	Beyond 2028/29	Assets and Leisure	Operations



Council Plan 2025 - 2029

Year 1 - 2025/26 Priority Actions

Q1 Progress Reporting - as at 30 September 2025

A vibrant and prosperous community



No.	Council Plan Priority Action	Phase in 2025/26	Progress Comment	On track	Status	Target Completion	Directorate	Service Area
26	Develop and implement Council's Creative Maroondah strategy	Develop	Development of the Creative Maroondah Strategy 2026-2030 is progressing on budget and on time. Deliberative engagement with the Maroondah community and stakeholders is currently underway. The draft strategy will be presented to Council for adoption in early 2026.	●	In progress	Beyond 2028/29	People and Places	Business and Precincts
27	Undertake the staged redevelopment of Karralyka (subject to funding)	Construct	Staged works for the redevelopment of Karralyka will continue over the coming years in accordance with the 10-year capital works program for asset renewal. Any additional significant external funding into the future will assist with accelerating identified works.	●	In progress	Beyond 2028/29	Assets and Leisure	Projects and Asset Management
28	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	Develop	The development of the Bayswater Business Precinct Structure Plan is progressing on budget and on time. Completion of the plan is expected by June 2026, including adoption by Maroondah, Knox and Yarra Ranges councils. The initiative continues to engage businesses and key partners to identify opportunities and build relationships, as well as linking businesses with Swinburne students (work integrated learning) and supporting new programs such as e.g. Vocational Education and Training tasters.	●	In progress	Beyond 2028/29	People and Places	Business and Precincts
29	Identify and facilitate co-working opportunities and spaces in Maroondah	Investigate and facilitate	Current service offerings are being reviewed to identify opportunities for additional programs that can be delivered in co-working spaces. This work also encompasses the actual space itself and other options that may deliver better outcomes for business.	●	In progress	Beyond 2028/29	People and Places	Business and Precincts
30	Work in partnership to explore, plan and implement a regional women in business program	Partner and investigate	Maroondah is leading this work with Melbourne Eastern Regional Economic Development Group (MEREDG). Early scoping works have been undertaken to identify current offerings by the five councils. Existing programs will continue until a regional approach is agreed.	●	In progress	Beyond 2028/29	People and Places	Business and Precincts
31	Work in partnership to explore, plan and implement a regional business award program	Partner and investigate	Maroondah is leading this work with Melbourne Eastern Regional Economic Development Group (MEREDG). Early scoping works have been undertaken to identify current offerings by the five councils. Existing programs will continue until a regional approach is agreed.	●	In progress	Beyond 2028/29	People and Places	Business and Precincts



Council Plan 2025 - 2029

Year 1 - 2025/26 Priority Actions

Q1 Progress Reporting - as at 30 September 2025

A well governed and empowered community



No.	Council Plan Priority Action	Phase in 2025/26	Progress Comment	On track	Status	Target Completion	Directorate	Service Area
32	Implement the Maroondah 2050 Community Vision	Implement	Following adoption of the Maroondah 2050 Community Vision in May 2025 and Council Plan 2025-2029 in June 2025, Council has commenced a range of implementation activities. These have included initial revisions of Council strategic and policy documentation, alignment of Council planning and reporting processes, realignment of Council advisory committees and adjustments to corporate branding. Council Plan priority actions for the 2025-2029 period have also commenced with reporting on progress to be provided to Council and the Maroondah community on a quarterly basis.	●	In progress	Beyond 2028/29	Chief Financial Office	Governance and Performance
33	Develop and implement Council's Customer Service Strategy 2025-2029	Develop	The draft Customer Experience Strategy was placed on community consultation from Friday 18 September until Friday 17 October 2025. It is anticipated that the strategy will be updated and presented to Council for adoption in November 2025.	●	In progress	Beyond 2028/29	People and Places	Communications and Citizens Experience
34	Develop and implement Council's Communications Strategy	Develop	The draft Communications Strategy 2025-2029 was endorsed by Council on Monday 25 August 2025. An action plan is now being developed to guide the delivery of the strategy over the next four years.	●	In progress	Beyond 2028/29	People and Places	Communications and Citizens Experience
35	Implement Council's Property Management Strategy 2025 - 2029	Implement	Implementation of the Strategy has commenced. The Property, Revenue and Valuation Services team is actively collaborating with the Property Steering Committee and engaging key internal stakeholders to ensure alignment and input across all relevant areas. A schedule of regular meetings to monitor progress, address any emerging issues promptly, and maintain our focus on effective delivery and implementation of the Strategy has been established.	●	In progress	Beyond 2028/29	Chief Financial Office	Finance and Commercial
36	Review a range of Council's core technological systems and undertake the phased implementation of enterprise-wide replacement systems	Implement ERP Phase 1 & 2	Council's Enterprise Resource Planning (ERP) program is underway. It is a three-year, three-phase project, which will implement TechnologyOne ERP software across a range of Council business capabilities. Phase 1 of the project, involving implementation of the financial and supply chain management modules, went live on 1 July 2025. Phase 2, involving the assets module, will commence in November 2025. Ongoing reviews of other systems also continues.	●	In progress	Beyond 2028/29	Chief Financial Office	Cyber and Technology



Council Plan 2025 - 2029

Year 1 - 2025/26 Priority Actions

Q1 Progress Reporting - as at 30 September 2025

A well governed and empowered community



No.	Council Plan Priority Action	Phase in 2025/26	Progress Comment	On track	Status	Target Completion	Directorate	Service Area
37	Evolve organisational capacity and implement systems to minimise risks to cybersecurity impacts	Review	Business Continuity and Disaster Recovery Plans are currently under review. Ongoing audits have been completed including: IT General Controls / Victorian Auditor-General's Office and VicRoads; increasing cadence of Disaster recovery; and cybersecurity testing events such as bubble tests. Cyber and Technology is also reviewing technology stack and exploring opportunities to deploy data loss prevention.	●	In progress	Beyond 2028/29	Chief Financial Office	Cyber and Technology
38	Partner and advocate regionally with the Eastern Region Group of Councils to address common challenges and progress shared priorities	Partner and advocate	The Eastern Region Group of Councils continues to deliver advocacy and collaborative actions on regional priorities in line with its 2025-2029 Strategic Plan.	●	In progress	Beyond 2028/29	Strategy and Development	City Futures
39	Advocate on key local issues on behalf of the Maroondah community in the lead up to Victorian and Australian Government elections	Advocate	Council has continued its advocacy to both the Australian and Victorian Governments to seek funding to address a range of key priority infrastructure, sporting and transportation improvement projects that will benefit the Maroondah community. Briefings with local Federal and State Members of Parliament were held in August and September 2025. Council will continue to advocate in the lead up to the Victorian Government election in November 2026.	●	In progress	Beyond 2028/29	Executive Office	Senior Executive Office

Local Government Performance Reporting Framework

2025/26 Reporting Year



Service Performance Indicator Results – YTD Quarter 1
(1 July – 30 September 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 the local and broader community.

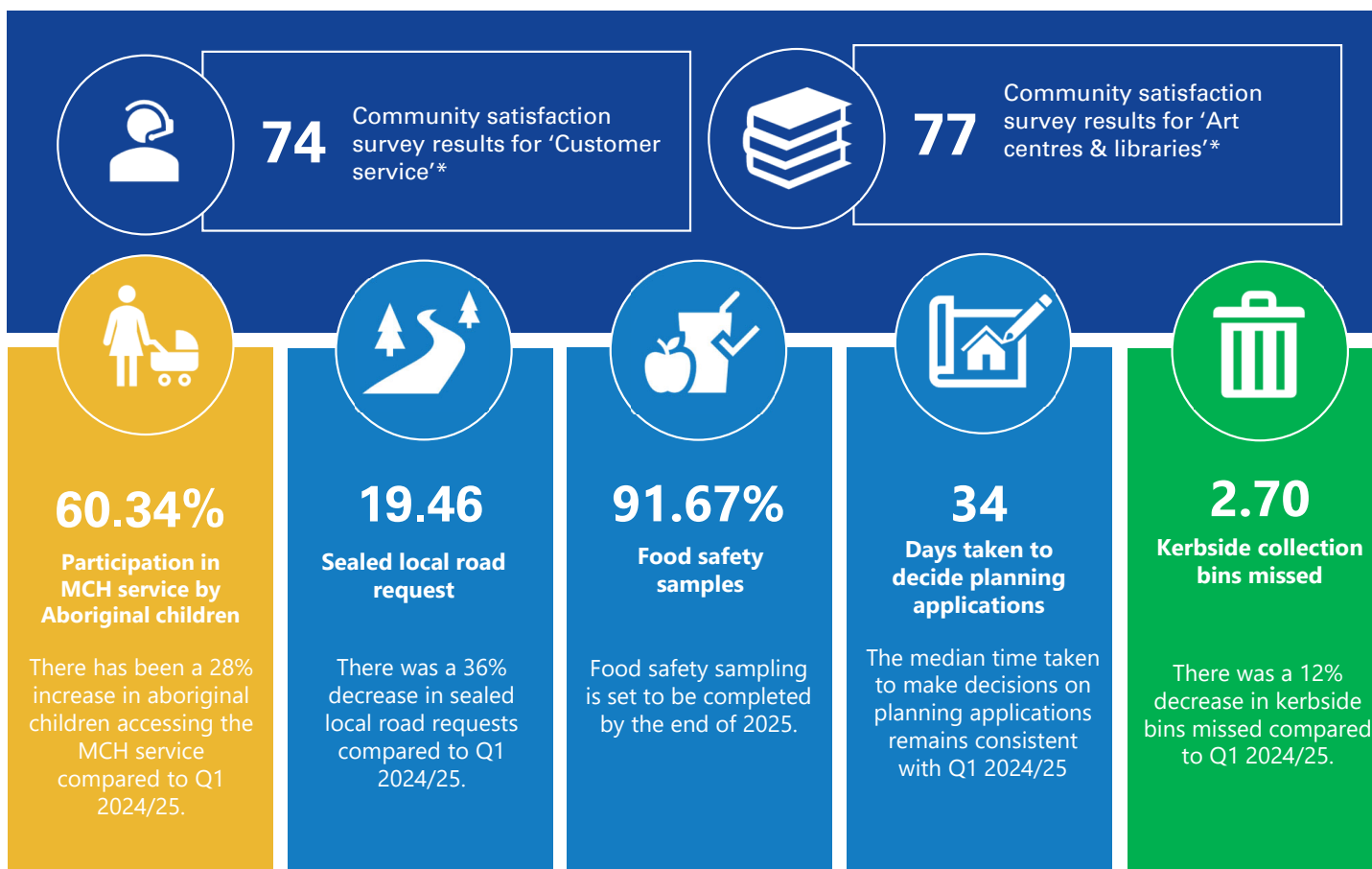
The framework includes a range of key performance measures, as well as a checklist of governance and management items which collectively build a comprehensive picture of council performance over time.

The following report provides the prescribed Local Government Performance Reporting Framework service performance indicator results to the end of Q1 2025/26.

The following status icons assist in interpreting 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



* 2025 Local Government Community Satisfaction Survey



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:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Timeliness Time taken to action animal requests	Number of days taken to action animal requests	1.00	1.00	1.01	1.03	This indicator measures 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 remains consistent with the same time in the previous financial year.	
Service Standards Animals reclaimed	% of collected animals reclaimed	57.66%	68.80%	65.38%	69.75%	This indicator measures the percentage of collected registrable animals reclaimed, under the Domestic Animals Act 1994. Council continues to promote the benefits of pet registration and microchipping and works with our pound provider, Animal Aid, to support the reuniting of pets with their owners.	
Service Standards Animals rehomed	% of animals rehomed	46.81%	47.06%	51.11%	52.63%	This indicator measures the percentage of collected registrable animals under the Domestic Animals Act 1994, which are rehomed. The percentage of animals rehomed (adopted) is comparable to the same time in the previous financial 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:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Service Cost Cost of animal management service	\$ direct cost of the animal management service, per registered animal	\$ 1.71	\$1.40	\$6.77	\$6.15	This indicator measures the direct cost of Council's animal management service per registrable animal, under the Domestic Animals Act 1994. The cost of Council's animal management service remains low.	
Health and Safety Animal management prosecutions	Percentage of prosecutions unclaimed collected registrable animals under the Domestic Animals Act 1994 that are rehomed.	100.00%	0.00%	88.90%	100.00%	This indicator measures the percentage of successful animal management prosecutions under the Domestic Animals Act 1994. Council has successfully prosecuted all relevant animal management matters.	



Aquatic Facilities

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

Service indicator/measure	Measure expressed as:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Service Standards Health inspections of aquatic facilities	Number of health inspections per Council aquatic facility	0.00	0.00	1.00	1.30	This indicator measures the number of annual aquatic facility inspections conducted by Council Environmental Health Officers. No inspections were undertaken in Quarter 1, 2025/26. Inspections are scheduled to be completed over the coming quarters.	●
Utilisation Utilisation of aquatic facilities	Number of visits to aquatic facilities per head of municipal population	2.39	2.78	10.80	11.00	This indicator measures the number of visits to Council's aquatic facilities per head of the municipal population. Utilisation of Council aquatic facilities remains high, although marginally lower than the same period last year due to a short maintenance closure and seasonal variation. Usage is expected to return to typical levels over the remainder of the financial year.	●
Service Cost Cost of aquatic facilities	Direct cost (\$), less income/revenue received for providing aquatic facilities, per visit	-\$ 2.27	-\$ 1.41	-\$ 1.13	-\$ 1.14	This indicator measures the overall cost of running Council aquatic facilities, less the revenue received. The cost to deliver aquatic services is lower than the same time last year. This reflects a balanced and sustainable approach to cost recovery while continuing to offer strong value for the community.	●



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 (Q3) 2025	YTD Calendar Year (Q3) 2024	EOY 2024/25	EOY 2023/24	Comment	Status
Timeliness Time taken to action food complaints	Number of days taken to action food complaints	1.38	1.35	1.38	1.46	<p>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 2025 calendar year, which aligns with reporting requirements to the Department of Health (DoH).</p> <p>Council Officers continue to action food safety complaints in a timely manner with complaints actioned in under two days.</p>	
Service Standards Food safety assessments	% of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment	77.55%	66.90%	30.93%	99.47%	<p>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 2025 calendar year which aligns with the reporting requirements to the Department of Health (DoH).</p> <p>Council continues to prioritise the inspection of higher risk Class 1 and Class 2 food premises for inspection.</p>	

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 (Q3) 2025	YTD Calendar Year (Q3) 2024	EOY 2024/25	EOY 2023/24	Comment	Status
Health and Safety Service Standards Critical and major non-compliance notifications	% of critical and major non-compliance outcome notifications that are followed up by council	99.18%	93.39%	86.46%	99.26%	<p>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 2025 calendar year and aligns with reporting requirements to the Department of Health (DoH).</p> <p>Council aims to respond to 100% of notifications. One premises is scheduled for follow up in the next quarter.</p>	
Service Standards Food Safety Samples	% of food samples obtained (per required number of food samples).	91.67%	81.58%	22.02%	101.34%	<p>This indicator measures the percentage of food samples obtained compared to the required number of food samples. The data provided is for the 2025 calendar year and aligns with reporting requirements to the Department of Health (DoH).</p> <p>Council is required to take a legislated number of samples for analysis from food businesses each calendar year. Council is on track to obtain all samples required for the 2025 calendar year.</p>	





Food Safety

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

Service indicator/measure	Measure expressed as:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Service Cost Cost of food safety service	\$ direct cost of the food safety service per registered food premises	\$ 187.32	\$201.84	\$704.04	\$713.88	<p>This indicator measures the direct cost of providing food safety services per food premises. The data provided is for the 2025 calendar year which aligns with the reporting requirements to the Department of Health (DoH).</p> <p>The cost of Council's food safety service remains low.</p>	<div></div>




Governance

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

Service indicator/measure	Measure expressed as:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Transparency Council resolutions at meetings closed to the public	% of Council resolutions made at meetings closed to the public	15.38%	3.92%	8.51%	9.93%	<p>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 (which are closed to the public under Section 66 of the Local Government Act 2020).</p> <p>The percentage of Council resolutions at meetings closed to the public during Quarter 1, 2025/26 has increased compared to the corresponding period in 2024/25. The difference in these results from Election Period Policy arrangements that were in place during Quarter 1, 2024/25 in the lead-up to the October 2024 local government elections, that saw a lower number of tender evaluation recommendations/reports tabled with Council for approval during this period.</p>	
Consultation and engagement Satisfaction with community consultation and engagement	Satisfaction rating out of 100	N/A	N/A	58	59	<p>Community satisfaction is measured in the annual Maroondah Community Satisfaction Survey with results expected to be available in June 2026.</p>	




Governance

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

Service indicator/measure	Measure expressed as:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Attendance Council attendance at Council meetings	% of Councillor attendance at ordinary and special Council meetings	88.89%	88.89%	91.67%	82.41%	The indicator measures the percentage of Councillor attendance at Council meetings. Councillor attendance remains consistent with the same time in the previous year.	
Service Cost Cost of elected representation	Direct cost (\$) of Council governance, per Councillor	\$ 17,008.13	\$ 14,218.44	\$ 63,238.00	\$ 63,908.11	This indicator measures the direct cost of delivering Council's Governance service per elected representative. The increase in the cost of elected representation during Quarter 1, 2025/26 has increased compared to the corresponding period in 2024/25. The difference in these results from Election Period Policy arrangements that were in place during Quarter 1, 2024/25 in the lead-up to the October 2024 local government elections, along with a recent civic event to celebrate the conferral of Honorary Freeman of the City to three community members.	
Decision making Satisfaction with Council decisions	Satisfaction rating out of 100	N/A	N/A	59%	60%	Community satisfaction is measured in the annual Maroondah Community Satisfaction Survey with results expected to available in June 2026.	



Libraries

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

Service indicator/measure	Measure expressed as:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Resource standard Recently purchased library collection	% of the library collection that has been purchased in the last 5 years	62.75%	70.21%	74.17%	76.97%	This indicator measures the percentage of the library collection which has been purchased over the last five years. The percentage of library collections has decreased compared to the same time in the previous year.	
Service Cost Cost of library service	Direct cost (\$) of the library service	\$ 5.66	\$ 5.90	\$ 26.45	\$ 20.21	This indicator measures the direct cost of the library service per municipal population. The cost of the library service is comparable to the same time in the previous financial year.	
Utilisation Library loans per population	Number of collection item loans, per population	2.39	2.41	8.96	9.18	This indicator measures the number of collection items (loans) per head of the municipal population. The number of collection items per head of the municipal population is comparable to the same time in the previous financial year.	

Libraries



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

Service indicator/measure	Measure expressed as:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Participation Library membership	% of resident municipal population who are registered library members	33.68%	29.46%	39.22%	34.89%	This indicator measures the percentage of the resident municipal population who are registered library members. The percentage of library memberships has increased compared to the same time in the previous year.	
Participation Library visit per head of population	Library visits per head of population	1.19	1.21	4.43%	4.35%	This indicator measures the number of library visits per head of municipal population. The number of library visits per head of the municipal population is comparable to the same time in the previous financial 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:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Service Standards Infant enrolments in the MCH service	% of infants enrolled in the MCH service	101.32%	100.60%	100.32%	101.24%	<p>This indicator measures the percentage of infants enrolled in the Maternal and Child Health (MCH) service compared to the number of birth notifications received.</p> <p>MCH enrolls newborn infants in the service (for home visits) following receipt of a birth notification from the hospital. All birth notifications received by Council result in an enrolment into the MCH record data base. Families that move in and out of Maroondah can impacts results between reporting periods, as well as future attendance at key age and stage visits.</p> <p>The percentage of infant enrolments in the MCH service is comparable to the same time in the previous financial year.</p>	
Service Cost Cost of the MCH service	\$ cost of the MCH service, per hour of service delivered	\$ 81.01	\$ 80.78	\$ 81.20	\$ 58.48	<p>This indicator measures the cost of Council's MCH service per hours of delivered service.</p> <p>The cost of the MCH is comparable to the same time in the previous financial year.</p>	

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:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Participation Participation in the MCH service	% of children enrolled who participate in the MCH service	49.42%	46.27%	75.82%	74.54%	This indicator measures the participation of all children enrolled in the MCH service. The percentage of children participating in the MCH service is comparable to the same time in the previous financial year.	
Participation Participation in MCH service by Aboriginal children	% of Aboriginal children enrolled, who participate in the MCH service	60.34%	47.17%	82.46%	82.73%	This indicator measures the participation of Aboriginal children enrolled in the service. The percentage of Aboriginal children participating in the MCH service has increased compared to the same time in the previous year.	
Participation Participation in first MCH home visit	% of infants enrolled in the MCH service, who receive the first MCH home visit	94.39%	93.39%	98.00%	97.68%	This indicator measures the percentage of infants enrolled in the MCH service who participated in their 4-week key age and stage visit. The percentage of participation in the 4-week key age and stage visit is comparable to the same time in the previous financial year.	




||| Roads

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

Service indicator/measure	Measure expressed as:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Satisfaction of use Sealed local road requests	Number of sealed local road requests per 100 kilometres of sealed local road	19.46	30.56	108.86	103.53	<p>This indicator measures the number of sealed local road requests per 100km of sealed local roads. The sealed local road requests number reported is a count of all line marking, pothole repairs, road damages, road patching and road sweeping coded requests logged in Council's corporate customer service application and/or Infor pathway system.</p> <p>The number of sealed local road requests per 100km of sealed local roads is lower than the same time in the previous financial year.</p>	●
Condition Sealed local road below the intervention level	% of sealed local roads that are below the renewal intervention level	94.41%	70.30%	69.75%	65.45%	<p>This indicator measures the number of kilometres of sealed local roads below the renewal intervention level set by Council per kilometres of sealed local roads.</p> <p>Council applies a technical level of service intervention figure to a Pavement Condition Index (PCI) out of 5, in Council's pavement management system. The percentage of sealed local roads maintained to condition standards is comparable to the same time in the previous financial year.</p>	●



||| Roads

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

Service indicator/measure	Measure expressed as:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Service Cost Cost of sealed local road reconstruction	Direct (\$) reconstruction cost per square metre of sealed local roads reconstructed	N/A	N/A	\$ 198.49	\$ 304.93	This indicator measures the total costs associated with the reconstruction of sealed local roads. Some works have commenced during the quarter. Full costs are not yet known. Results for this measure will be updated in the coming quarters.	
Service Cost Cost of sealed local road resealing	Direct (\$) resealing cost per square metre of sealed local roads	N/A	N/A	\$ 2,770.04	\$ 2,622.36	This indicator measures the total costs associated with the resealing of sealed local roads. Some works have commenced during the quarter. Full costs are not yet known. This measure will be updated in the coming quarters.	
Satisfaction Satisfaction with sealed local roads	Satisfaction rating out of 100	N/A	N/A	55	56	Community satisfaction is measured in the annual Maroondah Community Satisfaction Survey with results expected to available in June 2026.	

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:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Timeliness Time taken to decide planning applications	Days between receipt of a planning application and a decision on the application	34	32	29	36	<p>This indicator measures the number of days between the receipt of a planning application and the decision made on that application.</p> <p>The time taken to make a decision on planning applications is comparable to the same time in the previous financial year.</p>	
Service Standard Planning applications decided within required time frames	% of regular and VicSmart planning decisions made within legislated time frames	82.02%	80.77%	85.83%	75.67%	<p>This indicator measures the percentage of planning applications that are decided within required timeframes.</p> <p>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. However, the legislation allows for the 60-day statutory clock to be stopped and recommenced in certain circumstances.</p> <p>The percentage of decisions made within the required times is comparable to the same time in the previous financial year.</p>	

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:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Service Cost Cost of statutory planning service	Direct (\$) cost of the statutory planning service, per planning application	\$ 2,384.66	\$ 2,692.49	\$ 2,602.67	\$ 2,622.36	This indicator measures the direct cost to Council of providing the statutory planning service per planning application received. The cost of Council's statutory planning service is slightly lower than the same time in the previous financial year.	●
Decision Making Planning decisions upheld at VCAT	% of decisions subject to review by VCAT that were not set aside	0.00%	85.71%	80.77%	87.50%	This indicator measures the percentage of planning application decisions made by Council, which are appealed by an applicant and are subject to review by VCAT and that were not set aside (i.e. VCAT agreed with the decision of Council). Council has experienced a significant reduction in the overall number of applications that were appealed to VCAT. This is due to Victorian Government changes to the Planning Scheme for residential developments which are now subject to a 'deemed to comply' model. One (1) application was decided during the quarter, with Council's decision on this application set aside by the Tribunal.	●

Waste Collection

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:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Service Standard Kerbside collection, bins missed	Number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts	2.70	3.05	3.08	3.72	This indicator measure the number of garbage and recycling bins missed compared to the scheduled bin collections. This includes 120L, 80L, second bin and fortnightly recycling kerbside bin collection. The number of kerbside collection bins missed has decreased compared to the same time in the previous financial year, demonstrating improvements in delivery of this service.	●
Service Cost Cost of kerbside garbage collection service	Direct (\$) cost of the kerbside garbage bin collection service, per kerbside garbage collection bin	\$ 37.68	\$ 35.78	\$ 143.62	\$ 137.31	This indicator measures the direct cost to Council of providing the kerbside garbage bin collection service per kerbside garbage bin. The cost of kerbside bin collections remains comparable to the same time in the previous financial year despite an increase in the consumer price index (CPI).	●



Waste Collection

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:	Q1 YTD 2025/26	Q1 YTD 2024/25	EOY 2024/25	EOY 2023/24	Comment	Status
Service Cost Cost of kerbside recyclables collection service	Direct (\$) cost of the kerbside recyclables collection service, per kerbside recyclables collection bin	\$ 14.77	\$ 16.51	\$ 66.68	\$ 66.42	<p>This indicator measures the direct cost to Council of providing the kerbside recyclables collection service per kerbside recyclables bin.</p> <p>The cost of kerbside recyclables bin collection has decreased compared to the same time in the previous financial year due to a lower volume of tonnages collected, which may result from increased use of Container Deposit Scheme facilities within Maroondah.</p>	●
Service Cost Kerbside collection waste diverted from landfill	% of garbage, recyclables and green organics collected from kerbside bins that is subsequently diverted from landfill	54.33%	57.07%	57.51%	59.30%	<p>This indicator measures the percentage of garbage, recyclables and green organics collected from kerbside bins and which is diverted from landfill.</p> <p>The percentage of kerbside collection waste diverted from landfill has decreased compared to the same time in the previous financial year. This may be due to drought conditions resulting in less organic waste along with reduced recycling volumes arising from the Container Deposit Scheme.</p>	●



FINANCIAL REPORT

FOR 3 MONTHS ENDED 30 SEPTEMBER 2025

Quarterly Financial Report - Three months ended 30 September 2025

Contents

1. Overview.....	1
2. Income Statement.....	2
3. Balance Sheet.....	5
4. Statement of Capital Works	6
5. Financial and Capital Analysis	7
Income – Variance YTD Current Forecast compared to YTD Actuals	7
Expenses – Variance YTD Current Forecast compared to YTD Actuals	8
Balance Sheet – Variance Adopted Budget compared to Q1 Forecast.....	8
Capital Works – YTD Forecast Budget variances by asset class.....	9
Capital works YTD expenditure cumulative	9
6. Financial Position	10
Cash and investments balance by month.....	10
Rates outstanding balances by month	11
7. Cash and Investments.....	11
8. Conclusion	12

Quarterly Financial Report - Three months ended 30 September 2025

1. Overview

The quarterly report illustrates the interim financial performance and position of Maroondah City Council compared to its adjusted budget for the three months ended 30 September 2025.

Council's overall underlying result is currently forecast to be a surplus of \$19.33M compared to the adopted budget surplus of \$17.61M, a favourable variance of \$1.72M. After adjusting for capital grants and capital monetary contributions the revised adjusted underlying result for 2025/26 is forecast to be \$8.66M compared to an adopted budget result of \$10.15M, an unfavourable variance of \$1.49M.

The key items within the income statement, impacting the adjusted underlying result are:

- Net increased expenditure of \$698K linked to operational carry forwards, where income was received in prior year.
- \$248K increase in depreciation linked to fleet vehicles.
- \$235K decrease in profit on sale of assets.

Quarterly Financial Report - Three months ended 30 September 2025

2. Income Statement

For the three months ending 30 September 2025

	Notes	YTD Actual 25-26 \$'000	YTD Current Forecast 25-26 \$'000	YTD Current Forecast v Actuals \$'000	Year End Forecast 25-26 \$'000	Adopted Budget 25-26 \$'000	Q1 Forecast v Adopted Budget \$'000
Income/ Revenue							
Rates and charges		115,720	115,764	(44)	116,158	116,159	(1)
Statutory fees and fines	1	1,266	1,217	49	6,008	5,846	163
User fees	2	9,206	9,396	(190)	35,075	35,464	(389)
Grants - Operating	3	1,488	2,038	(550)	9,119	8,131	988
Grants - Capital	4	1,160	1,536	(376)	9,738	7,234	2,504
Contributions - Monetary (Operating)		1,192	1,363	(171)	6,706	6,697	9
Contributions - Monetary (Capital)	5	438	441	(3)	930	223	707
Net gain on disposal of property, infrastructure, plant and equipment	6	100	854	(754)	7,640	7,875	(235)
Other Income		1,063	671	393	4,148	4,244	(97)
Total Income		131,634	133,280	(1,646)	195,521	191,872	3,649
Expenses							
Employee costs	7	18,907	19,055	148	72,193	72,006	(187)
Materials and services	8	18,596	19,796	1,200	71,707	70,235	(1,471)
Depreciation	9	7,093	7,093	-	28,373	28,125	(248)
Amortisation - Intangible Assets		106	106	-	425	425	-
Depreciation - Right of Use Assets		-	169	169	1,688	1,688	-
Borrowing costs		-	-	-	656	656	-
Finance Costs - Leases		-	41	41	413	413	-
Other Expense		264	219	(45)	737	713	(24)
Total expenses		44,967	46,480	1,513	176,192	174,262	(1,930)
Underlying Surplus (Deficit)							
		86,667	86,800	(133)	19,329	17,610	1,719
Grants - Capital		1,160	1,536	(376)	9,738	7,234	2,504
Contributions - Monetary (Capital)		438	441	(3)	930	223	707
Adjusted Underlying Surplus (Deficit)		85,069	84,823	246	8,661	10,153	(1,492)

Quarterly Financial Report - Three months ended 30 September 2025

Analysis of the changes from adopted budget to the revised full financial year forecast is detailed in the notes below.

Note 1 - Statutory fees and fines

Statutory fees and fines are forecast to be \$6.01M for the year, which is a \$163K increase compared to the adopted budget of \$5.85M. This is due to the following:

	Amount Fav/(unfav) \$'000
Increase in anticipated income for Community Safety in line with expectations for the 2025/26 financial year	117
Increase in election fines received YTD	34
Other minor adjustments	12
Total	163

Note 2 - User fees

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include registrations, use of leisure, entertainment and other facilities and the provision of community services. User fees are forecast to be \$35.07M for the year, which is a \$389K decrease compared to the adopted budget of \$35.46M. This is due to the following:

	Amount Fav/(unfav) \$'000
Reduction in Meals on Wheels income due to contract changes	(433)
Increase in expected income for K Café at Realm	128
Other minor adjustments	(84)
Total	(389)

Note 3 - Grants Operating

Operating grants include all monies received from State and Federal sources for the purpose of funding the delivery of Council's services. Operating grants are forecast to be \$9.12M for the year, which is a \$988K increase compared to the adopted budget of \$8.13M. This is due to the following:

	Amount Fav/(unfav) \$'000
Increase in expected grant income linked to operational projects carried forward from 2024/25 into 2025/26. This is a timing change rather than additional grant income expected to be received (offset by increase in materials and services expenditure - see note 8)	895
Additional grant income linked to MCH services as per funding agreements	35
Additional grant funding relating to Building Services Cladding Remediation	24
Other minor adjustments	34
Total	988

Note 4 - Grants Capital

Capital grants are forecast to be \$9.74M for the year, which is a \$2.51M increase compared to the adopted budget of \$7.23M. This is due to the following:

	Amount Fav/(unfav) \$'000
Increase in expected grant income linked to projects carried forward from 2024/25 into 2025/26. This is a timing change rather than additional grant income expected to be received. (offset by an increase in capital works expenditure)	1,579
Successful grant applications relating to:	
- Blackspot program (\$501K)	
- Hughes Park Female Friendly Pavilion (\$400K)	1,126
- Heathmont Tennis Replace Lighting (\$225K)	
Reduction linked to the timing of grant income recognition relating to Croydon Community Hub A	(200)
Other minor changes	1
Total	2,504

Quarterly Financial Report - Three months ended 30 September 2025

Note 5 - Contributions - Monetary (Capital)

Capital monetary contributions are forecast to be \$930K for the year, which is a \$707K increase compared to the adopted budget of \$223K. This is directly related to contributions income linked to projects carried forward from 2024/25 into 2025/26. This is a timing change rather than additional contribution income expected to be received. This income increase is offset by an increase in capital works expenditure.

Note 6 - Net gain on disposal of property, infrastructure, plant and equipment

Net gain on disposal is forecast to be \$7.64M for the year, which is a \$235K decrease compared to the adopted budget of \$7.88M. This is directly related to the expected timing of asset sales income. The \$235K has been reforecasted and is now anticipated to be realised within 2026/27 financial year.

Note 7 - Employee Costs

Employee costs are forecast to be \$72.19M for the year, which is a \$187K increase compared to the adopted budget of \$70.24M. This is mainly due to \$132K in operational projects carried forward from 2024/25 into 2025/26. This is a timing change rather than additional expenditure expected to be incurred.

Note 8 - Materials and Services

Materials and Services are forecast to be \$71.71M for the year, which is a \$1.47M increase compared to the adopted budget of \$70.24M. This is due to the following:

	Amount Fav/(unfav) \$'000
Increase in expected costs linked to operational projects carried forward from 2024/25 into 2025/26. This is a timing change rather than additional expenditure expected to be incurred (partially offset by an increase in operating grant income - see note 3)	1,461
Other minor changes	10
Total	1,471

Note 9 - Depreciation

Depreciation is an accounting measure which attempts to allocate the value of assets over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains.

Depreciation is forecast to be \$28.37M for the year, which is a \$248K increase compared to the adopted budget of \$28.12M, which is due to a review of depreciation related to fleet vehicles.

Depreciation is difficult to forecast with accuracy due to the effect of asset revaluations and as well as the recent changes in asset values linked to the change in accounting standard AASB13. During the mid-year review process, it is expected that we will see increased depreciation based on the increase in asset numbers and values.

Quarterly Financial Report - Three months ended 30 September 2025

3. Balance Sheet

As at 30 September 2025

	Notes	Adopted Budget 25-26 \$'000	Actuals \$'000	Year End Forecast 25-26 \$'000	Adopted Budget v Q1 Forecast Fav/(Unfav) \$'000
Assets					
Current assets					
Cash Assets	1	34,060	12,964	45,129	11,069
Other financial assets	1	20,107	39,001	20,200	93
Trade and other receivables		14,327	129,588	14,327	-
Inventories		501	539	501	-
Non-current assets classified as "held for sale"		-	3,987	-	-
Other assets		978	108	978	-
Total current assets		69,973	186,187	81,135	11,162
Non-current assets					
Trade and other receivables		90	-	90	-
Investments in associates, joint arrangements and subsidiaries		2,105	2,254	2,105	-
Property, infrastructure, plant and equipment	2	2,251,779	2,950,077	2,969,424	717,645
Intangible Assets	3	1,051	820	395	(656)
Right of use assets		7,625	6,015	7,625	-
Total non-current assets		2,262,650	2,959,166	2,979,639	716,989
Total Assets		2,332,623	3,145,353	3,060,774	728,151
Liabilities					
Current liabilities					
Trade and other payables		11,612	5,651	11,612	-
Trust funds and deposits		5,856	28,629	5,856	-
Contract and other liabilities		-	3,490	-	-
Provisions	4	15,934	16,329	16,345	(411)
Interest bearing liabilities		3,094	3,094	3,094	-
Lease liabilities		1,696	606	1,696	-
Total current liabilities		38,192	57,799	38,603	(411)
Non-current liabilities					
Trust funds and deposits		6	-	6	-
Provisions		1,467	1,444	1,467	-
Interest bearing liabilities		19,575	12,675	19,575	-
Lease liabilities		6,585	5,684	6,585	-
Total non-current liabilities		27,633	19,803	27,633	-
Total Liabilities		65,825	77,602	66,236	(411)
NET ASSETS		2,266,798	3,067,751	2,994,538	727,740
Represented by:					
Accumulated Surplus		939,538	1,024,195	951,269	11,731
Reserves		1,327,260	2,043,556	2,043,269	716,009
Equity		2,266,798	3,067,751	2,994,538	727,740

Quarterly Financial Report - Three months ended 30 September 2025

4. Statement of Capital Works

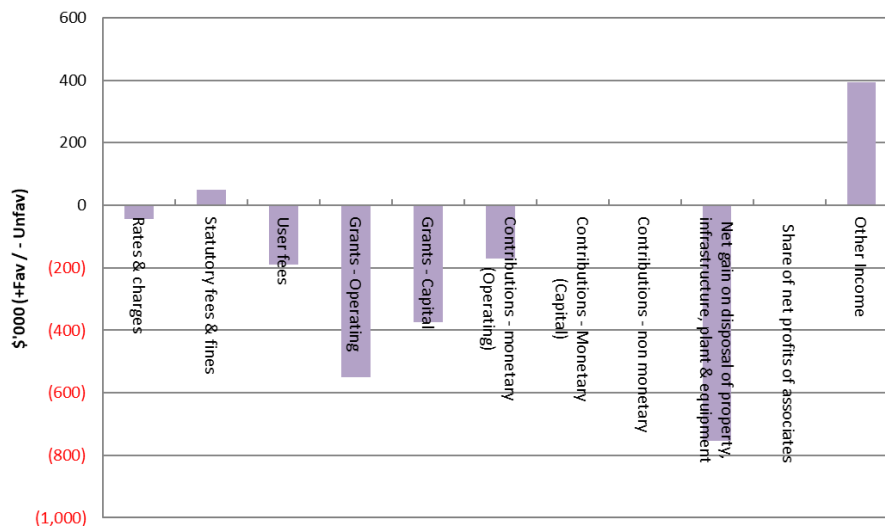
For the three months ending 30 September 2025

Classification	YTD Actual 25-26 \$'000	YTD Current Forecast 25-26 \$'000	YTD Current Forecast v Actuals \$'000	Q1 Forecast 25-26 \$'000	Amount Carried Forward \$'000	Adopted Budget 25-26 \$'000
Buildings	5,379	6,877	1,498	34,178	8,703	17,869
Building Renewal	328	349	21	1,478	2	4,407
Roads	988	842	(147)	6,236	1,243	4,731
Footpaths and Cycleways	935	916	(20)	4,914	400	4,487
Carparks	10	105	95	963	15	440
Drainage	483	558	75	3,604	474	3,130
Waste Management	-	10	10	101	51	50
Other Capital Roads and Drainage	97	481	384	4,059	42	4,016
Recreational Leisure and Community Facilities	156	367	211	2,577	355	1,968
Parks and Open Space	335	567	232	3,586	1,129	2,486
Commercial Centre's	239	157	(82)	252	193	50
Fixtures, Fittings and Furniture	-	4	4	153	29	124
Plant, Machinery and Equipment	109	147	38	1,536	(406)	1,942
Computers and Telecommunications	37	127	89	972	626	326
Property Sales	14	-	(14)	-	-	-
Total capital works	9,111	11,506	2,395	64,608	12,855	46,025

Quarterly Financial Report - Three months ended 30 September 2025

5. Financial and Capital Analysis

Income – Variance YTD Current Forecast compared to YTD Actuals



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

Unfavourable Variances:

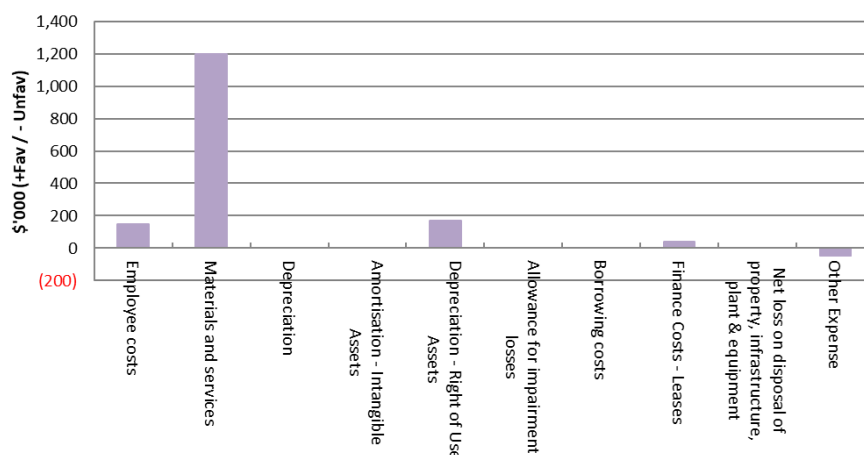
- User Fees (\$190K) - Timing variances are within Leisure and Community Services areas.
- Grants - Operating (\$550K) - Finance Assistant Grant phasing to be updated.
- Grants - Capital (\$376K) - Mainly related to timing variance in Bedford Road bicycle path project and Eastfield Blackspot project.
- Contributions - monetary (\$171K) - Timing variance of open space contributions.
- Net gain on disposal of property, infrastructure, plant & equipment (\$754K) - Related to cost of sales budget that requires a phasing change.

Favourable Variance:

- Other income \$393K - Timing variance of interest on investment compared to budgeted. At this stage we are not forecasting a change to our anticipated annual interest revenue, however this will continue to be reviewed periodically, along with phasing adjustments made throughout the year as cash balances and investments fluctuate.

Quarterly Financial Report - Three months ended 30 September 2025

Expenses – Variance YTD Current Forecast compared to YTD Actuals



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

Favourable Variance:

- Materials and Services \$1.2M - Timing variance in various projects that requires phasing adjustments. Ensuring the timely and accurate update of expenditure phasing must remain a priority for service area managers. This practice is essential for delivering reliable financial forecasts and enables more effective management of the Council's cash flow.

Balance Sheet – Variance Adopted Budget compared to Q1 Forecast

Unfavourable Variances:

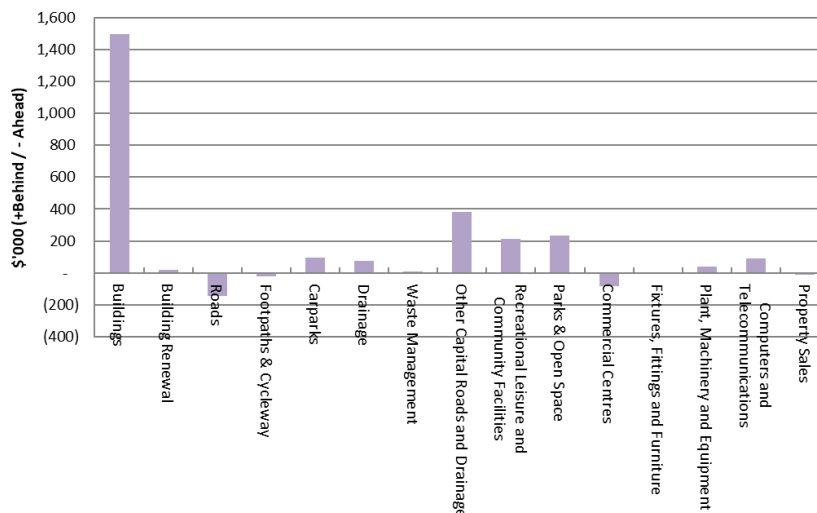
- Note 3 - Intangible Assets (\$656K) - Variance is mainly linked to the intangible asset value held at 30 June 2025 being lower than anticipated.
- Note 4 - Provisions (\$411K) - This variance is related to revised employee provision for the financial year.

Favourable Variance:

- Note 1 - Cash and Other financial assets \$11.16M - Cash and term deposits are split between other financial assets and cash assets depending on the length of investment. Cash and cash equivalents are expected to be at 30 June 2026 \$11.16M higher than budget. This is due to a higher than expected closing cash balance at 30 June 2025.
- Note 2 - Property, infrastructure, plant and equipment \$717.65M - Reflects the higher asset value held at 30 June 2025 than anticipated, primary due to AASB 13 Fair Value Measurement, as well as the inclusion of capital carry forwards from 2024/25 into 2025/26 of \$12.86M.

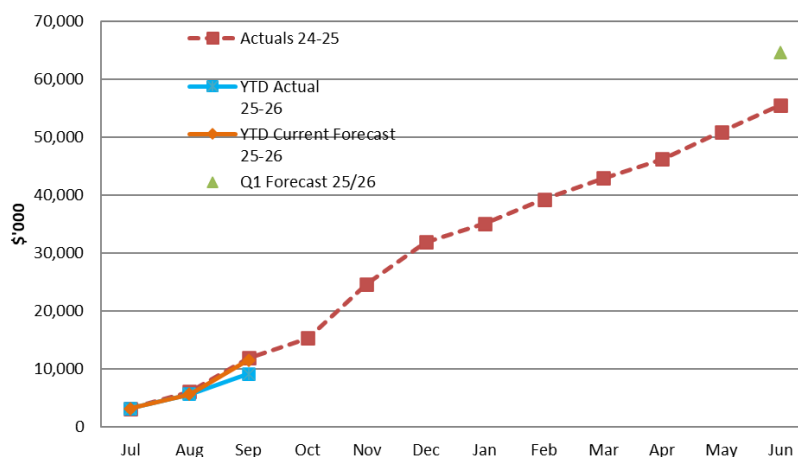
Quarterly Financial Report - Three months ended 30 September 2025

Capital Works – YTD Forecast Budget variances by asset class



The above graph shows the year-to-date forecast variance per asset classification. This graph combined with the below chart shows that Council's capital program is tracking below YTD phasing, which is mainly due to the timing variance for Croydon Community Hub A.

Capital works YTD expenditure cumulative



*Current Forecast expenditure includes carried forwards and future years' projects brought forward (if applicable)

The chart above indicates how Council is performing year to date against the forecast, as well as how we tracked against the Q1 forecast of \$11.51M. Council spent 79.2% of the Q1 forecast and has spent 14.1% of its total forecast for the year.

Capital expenditure is forecasted to be \$64.61M for the year which is an increase of \$18.58M since the adopted budget. The detailed movements are represented in the table below however the main driver has been the carry forwards from 2024/25 into 2025/26 of \$12.86M.

	Amount Fav/(unfav) \$'000
Carry forwards from 2024/25 into 2025/26	(12,855)
Increase in Croydon Community Hub A due to a reduction in expected spend in late 2024/25 (reforecasting the timing of delivery for the project across financial years)	(3,868)
Additional expenditure linked to new grant funding	(1,632)
Reforecast of asset sales income, now expecting to be realised within 2026/27 financial year	(235)
Other minor adjustments	7
Total	(18,583)

Quarterly Financial Report - Three months ended 30 September 2025

6. Financial Position

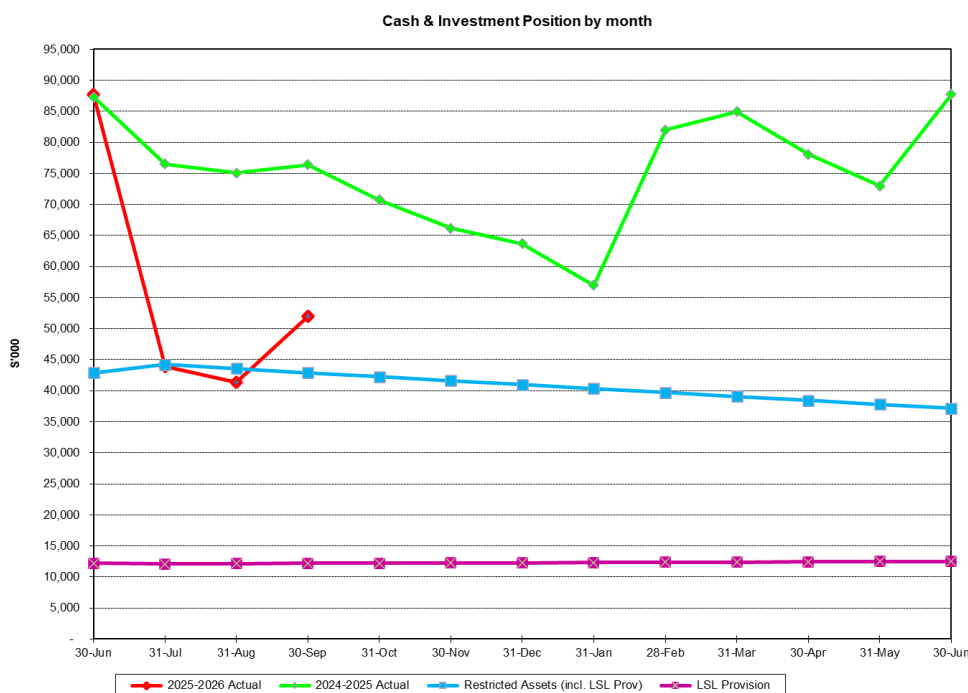
	2024-25 September Actual \$'000	2024-25 30 June Actual \$'000	2025-26 September Actual \$'000	2025-26 Adopted Budget \$'000
Cash and investments	76,386	87,758	51,962	54,167
Net current assets	117,410	40,731	131,440	31,781
Net assets and total equity	2,303,706	2,980,209	3,067,709	2,266,798

The financial position as of 30 September 2025 shows cash and investment balances of \$51.96M and a net current asset position of \$131.44M. The net asset position as of 30 September 2025 is \$3.07B.

Cash and investment balances are currently \$2.21M below where we expect to land at 30 June 2026. However, based on the Q1 forecast, we are expecting to hold cash and cash investments of \$55.73M by the end of the financial year which is above the adopted budget prediction.

Cash and 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 long service leave provision, waste management reserve, trust funds and deposits held, unexpended grants and developer's contributions.

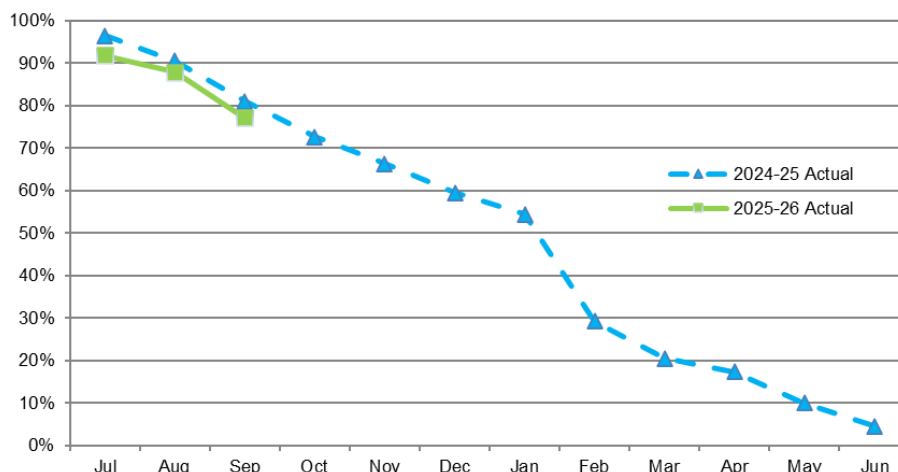


The significant reduction in cash and investment holdings during July 2025 was mainly due to a \$20.19M payment made to the Department of Transport linked to the return of unspent grant funds. In addition to this there are fluctuations year on year in terms of the timing of payments (e.g. payments made to Council's creditors and ESFV levy quarterly payments) and income (e.g. grant income received including Victorian Grants Commission Financial Assistance Grant).

Quarterly Financial Report - Three months ended 30 September 2025

Rates outstanding balances by month

The below chart compares the rates outstanding as at 30 September 2025 to the same time last financial year. 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.



7. Cash and Investments

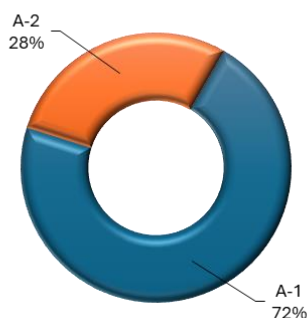
The following graphs indicate the diversification and credit ratings of the investment portfolio at the end of September 2025. Investments are made in accordance with Council's Investment Policy and all criteria specified in the Policy are met at the time the investments are made.

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 Council's Portfolio.

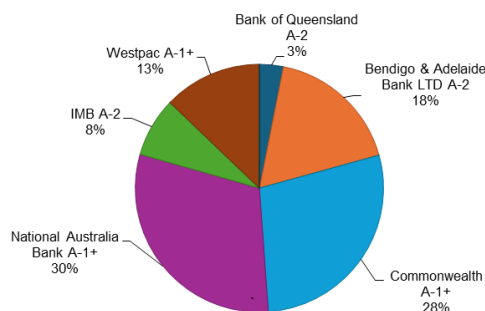
Investment Grade		Max % of Total Investments	Max % Invested with Single Institution*
AAA/ AA+/AA/AA-/A+/A-/	A-1+/ A-1	100%	60%
BBB+/ BBB	A-2	50%	15%
BBB-	A-3	10%	15%

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

**Credit Rating
as at 30 September 2025**



**Investment Distribution
as at 30 September 2025**



Quarterly Financial Report - Three months ended 30 September 2025

Investments as at 30/09/2025							
Institution	Credit Rating	Maturity Date	Period Days	Yield %	Type	\$000's	%
Commonwealth	A-1+			4.55	On-Call	10,983	28.2%
National Australia Bank	AA-	06-Oct-25	89	4.15	Term Dep	3,000	7.7%
National Australia Bank	AA-	15-Dec-25	84	4.10	Term Dep	2,000	5.1%
Bendigo & Adelaide Bank LTD	A-2	13-Oct-25	96	4.15	Term Dep	3,000	7.7%
Westpac	A-1+	20-Oct-25	98	4.22	Term Dep	2,500	6.4%
National Australia Bank	AA-	08-Dec-25	91	4.15	Term Dep	2,049	5.3%
Westpac	A-1+	12-Jan-26	182	4.25	Term Dep	2,500	6.4%
National Australia Bank	AA-	19-Jan-26	119	4.15	Term Dep	2,500	6.4%
IMB	A-2	02-Feb-26	126	4.10	Term Dep	3,029	7.8%
National Australia Bank	AA-	27-Oct-25	180	4.35	Term Dep	2,367	6.1%
Bendigo & Adelaide Bank LTD	A-2	19-Jan-26	182	4.15	Term Dep	1,536	3.9%
Bendigo & Adelaide Bank LTD	A-2	19-Jan-26	182	4.15	Term Dep	1,128	2.9%
Bendigo & Adelaide Bank LTD	A-2	09-Feb-26	182	4.15	Term Dep	1,200	3.1%
Bank of Queensland	A-2	16-Mar-26	182	4.20	Term Dep	1,210	3.1%
						39,001	100%

Term Dep = Term Deposit

Council's performance against the industry wide benchmark for average investment yield rate is provided below:

Benchmark	4.04%
Maroondah Investment Portfolio as at 30 September 2025	4.18%

8. Conclusion

The quarter one changes decrease the expected adjusted underlying surplus by \$1.49M resulting in an adjusted underlying surplus of \$8.66M.

The unfavourable result is masked by \$698K of net operational carry forwards and \$248K adjustment to depreciation which is a non-cash item. These adjustments are expected based on where we landed at 30 June 2025.

Work has now commenced on the revision of the long term financial strategy assumptions and planned results, including assumptions being reviewed by Managers.

It is expected that the mid-year budget review and quarter two forecast will further refine expected year end results to better inform future plans.



Balance Sheet Analysis: three months ending 30 September 2025

Balance Sheet as at 30 September 2025, comparing to Balance Sheet as at 30 September 2024

	Notes	Actuals Sept 2025 \$'000	Actuals Sept 2024 \$'000	Variance Fav/(Unfav)
Assets				
Current assets				
Cash Assets	1	12,961	17,358	(4,397)
Other financial assets	1	39,001	59,028	(20,027)
Trade and other receivables	2	129,592	116,514	13,078
Inventories		539	575	(36)
Non-current assets classified as "held for sale"	3	3,987	826	3,161
Other assets		137	896	(759)
Total current assets		186,217	195,197	(8,980)
Non-current assets				
Trade and other receivables		-	90	(90)
Investments in associates, joint arrangements and subsidiaries		2,254	2,105	149
Property, infrastructure, plant and equipment	4	2,950,077	2,204,906	745,171
Intangible Assets	4	820	1,051	(231)
Right of use assets	4	6,015	7,286	(1,271)
Total non-current assets		2,959,166	2,215,438	743,728
Total Assets		3,145,383	2,410,635	734,748
Liabilities				
Current liabilities				
Trade and other payables		29,243	28,464	(779)
Trust funds and deposits	5	5,093	20,701	15,608
Contract and other liabilities	6	3,490	8,528	5,038
Provisions	7	16,345	15,225	(1,120)
Interest bearing liabilities	9	3,094	3,750	656
Lease liabilities	8	606	1,119	513
Total current liabilities		54,777	38,603	19,916
Non-current liabilities				
Trust funds and deposits		-	6	6
Contract and other liabilities	6	-	225	225
Provisions	7	1,444	1,331	(113)
Interest bearing liabilities	9	12,675	14,976	2,301
Lease liabilities	8	5,684	6,379	695
Total non-current liabilities		22,897	27,633	3,114
Total Liabilities		77,674	66,236	23,030
NET ASSETS		3,067,709	2,309,931	757,778
Represented by:				
Accumulated Surplus		1,024,153	980,172	43,981
Reserves		2,043,556	1,329,759	713,797
Equity		3,067,709	2,984,938	757,778

**Note 1 – Cash and Other Financial Assets**

Compared to the same time last year Council was holding \$24.42M less in cash and cash equivalents, which was mainly due to a \$20.19M payment made to the Department of Transport linked to the return of unspent grant funds.

Note 2 – Trade and Other Receivables

Compared to the same time last year Council had \$13.08M more in trade and other receivables at, which is mainly due to:

- an additional \$6.70M in Emergency Service Volunteer Fund (ESFV) charges outstanding;
- an additional \$3.71M outstanding relating to capital grant milestone payments outstanding; and
- an additional \$3.36M rates and waste charges outstanding.

Note 3 – Non-current assets classified as "held for sale"

Compared to the same time last year Council was holding \$3.16M more in assets classified as "held for sale", which relates to Council's Property Management Strategy and planned asset sales within 2025/26.

Note 4 – Property, infrastructure, plant and equipment, intangible assets and right of use assets

Overall, compared to the same time last year Council was holding \$745.17M more assets. This is mainly due to:

- completed capital works for the period October 2024 - June 2025;
- asset revaluations and application of AASB 13 Fair Value Measurement;
- asset sales; and
- depreciation and amortisation.

Note 5 – Trust funds and deposits

Trust funds and deposits is money held for future repayment, such as bonds, contract retentions and fire services levy. Compared to the same time last year Council was holding \$15.61M less in trust funds and deposits which was mainly due to a \$20.19M payment made to the Department of Transport linked to the return of unspent grant funds.

Note 6 – Contracts and other liabilities

Contracts and other liabilities refers to grants received in advance for both operating and capital projects which meet specific criteria under Australian Accounting Standard AASB15.

Compared to the same time last year Council was holding \$5.26M less in contract and other liabilities which was due to the recognition of grant money as associated projects progress through the construction / delivery phase.

As we progress through the financial year there are no certainties around new grant funds, changes to existing grant agreement milestones, and project delivery. It is expected that this figure will fluctuate and be adjusted as we progress through the financial year based on updated data.



Note 7 – Provisions

Compared to the same time last year Council had \$1.23M additional provision liability, which was mainly due to changes in employee entitlements in line with length of service and enterprise agreement changes.

Note 8 – Lease Liabilities

Compared to the same time last year Council had \$1.21M less current and non-current lease liabilities which is mainly due payments made on lease contracts over the 12 month period.

Note 9 – Interest Bearing Liabilities

Compared to the same time last year Council had \$2.96M less non-current interest-bearing loans which is directly linked to the principal repayments in line with loan schedules.



Community Grants Policy

Date adopted:

Responsible Service Area: City Futures

Purpose

The purpose of this Policy is to set out Council's approach to the provision of financial assistance to the Maroondah community through the Maroondah Community Grants Program. It supports transparency, fairness and equity in the way Council grants are allocated and administered for community benefit.

Background / Context

Council is committed to working in partnership with the community to deliver a wide range of local social, cultural, recreational and environmental initiatives that strengthen the Maroondah community.

To enable this commitment, Council provides grants each financial year through the Maroondah Community Grants Program to individuals, community groups and organisations in line with shared community and Council strategic priorities set out in [Maroondah 2050 – Our future together](#), [Council Plan 2025-2029](#) and [relevant supporting strategies and plans](#).

These grants must also address a range of related legislation, policies and other compliance requirements that work together to ensure public funds are used appropriately by Council and the community.

Scope

Grants

This Policy applies to the grant streams of the Maroondah Community Grants Program listed below and summarised in [Appendix A: Grant Stream Overview](#).

- Quick Response Grants
- Annual Community Grants
- Annual Arts and Cultural Grants
- Changemaker Grants

This Policy also applies to any additional grant streams that Council approves under the Maroondah Community Grants Program at any given time.

Other Council grant programs are not explicitly covered by this Policy.

This Policy does not apply to donations, sponsorships, procurement, or any organisations under a multi-year partnership or service agreement with Council.

Community Grants Policy



Council representatives

This Policy applies to all Council officers, Councillors and external personnel who have responsibility for planning, assessing, deciding, managing and/or evaluating grants in scope for this Policy.

Community representatives

This Policy applies to community members who apply for and/or receive a grant (i.e. applicants and recipients), or who at Council's discretion, may be engaged by Council to contribute to the assessment of grant applications.

Objectives

Key objectives of this Policy are to:

- Assist the delivery of shared community and Council strategic priorities.
- Articulate what grants are available to the community.
- Support fair, inclusive and equitable access to available grants.
- Commit to processes that ensure accountable use of public funds by Council and the community.

Policy Principles

The following principles guide Council's overall approach to provision of grants in scope for this Policy:

- **Responsive to needs** – our grants will link to strategic priorities and identified community needs, seeking to financially assist those in the Maroondah community who will benefit most.
- **Equitable and inclusive** – we will strive to ensure high levels of community awareness, ease of participation, and access to available financial support by all in the Maroondah community.
- **Efficient and effective** – our grants will be offered, measured, communicated and celebrated in a manner that seeks to maximise value to the Maroondah community.
- **Responsibly managed** – our grants will be well-designed and well-managed in ways that are best-fit for purpose and ensure accountable, efficient and justifiable use of available financial support.

Relationship to the Maroondah 2050 Community Vision

Grants under this Policy relate to all community outcomes of the Maroondah 2050 Community Vision. The management and delivery of the Grants program relates strongly with the following community aspirations.

Outcome Area: Our Community's Aspiration	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 provided with opportunities to meaningfully engage regarding Council decision-making.
---	---

Community Grants Policy



Relationship to the Council Plan 2025-2029

The management and delivery of the Grants program relates strongly with the following Council Plan 2025-2029 key directions:

Key Directions	5.1	Ensure transparent and accountable governance, including balanced and sustainable decision making that is evidence informed and is in the best interests of the community.
	5.7	Foster and leverage local and regional partnership opportunities with community organisations, service providers, businesses, and other levels of government.

Alignment with Council's mission and values

This Policy supports Council's mission to be dynamic and innovative leaders, working in partnership to enhance community wellbeing. It embodies each of Council's values of being accountable, supportive and inclusive where all are respected and where excellence and performing at our best drive our approach to the provision of grants.

Policy position

Eligibility

Minimum eligibility requirements apply as set out below. Additional eligibility requirements may be specified for individual grant streams in the published Program Guidelines. Applicants must meet the minimum eligibility requirements, plus any specified additional eligibility requirements, to be considered for a grant.

All applicants

All individuals, community groups and organisations must:

- Be located in the Maroondah municipality or, if located outside the Maroondah municipality, be able to demonstrate majority benefit to the Maroondah community.
- Have or be able to obtain Public Liability Insurance with minimum cover of \$20 million.
- Have successfully acquitted any previous Council grants received.
- Have no outstanding debts owed to Council or have entered into a debt repayment plan.
- If a Council property tenant, have no active breaches against the Council tenancy agreement.
- Have no active breaches with Consumer Affairs Victoria, the Australian Not-for-Profit and Charities Commission, or the Australian Securities and Investment Commission, as applicable.
- Have no active liquor licence breaches.
- Have not received financial assistance for the same or similar activity from other Council grants or budget sources in the same financial year running July to June.
- Submit a complete application within the advertised application period, including budget, attachments or other supporting information requested by Council.
- If successful, provide banking details in the applicant's name (or auspice/authorised person if used).

Community Grants Policy



Community groups and organisations

In addition to eligibility requirements for all applicants, community groups and organisations must:

- Be legally constituted as an incorporated association or corporation, company limited by guarantee, or be a registered pre-school or school.
- Be not-for-profit and managed by a board or committee.
- Have an active Australian Business Number (ABN).
- Be financially solvent.

Professional artists

In addition to eligibility requirements for all applicants, professional artists must:

- Be an Australian Citizen or Permanent Resident (with an appropriate visa).
- Be legally constituted as a sole trader or company limited by guarantee.
- Provide proof of identity and residence.
- Have an active Australian Business Number (ABN).

Individuals

In addition to eligibility requirements for all applicants, individuals must:

- Be an Australian Citizen or Permanent Resident (with an appropriate visa).
- Aged 18 years or over (or have parent/legal guardian authorisation if aged under 18 years).
- Provide proof of identity and residence.

Ineligibility

Council will not consider applications from:

- Community groups or organisations that are not legally constituted and do not have an auspice.
- TAFEs or universities.
- Hospitals.
- Statutory Authorities or other public entities under other levels of government.
- Privately held for-profit companies (other than creative professionals or arts and cultural organisations where eligible).
- Applicants that benefit from, promote or advertise gambling, including but not limited to electronic gaming machines, sports betting, and online gambling.

Council will not consider:

- Multiple applications to an individual grant stream from the same applicant in the same financial year (July to June).
- Applications that exceed the limit of one (1) Quick Response Grant plus one (1) further application from any other individual grant stream available in the same financial year.
- Core operating, administration and staff costs.
- New or improved capital works projects to buildings or grounds.
- Building or grounds maintenance costs.
- New vehicles, vehicle accessories, vehicle signage, or ongoing vehicle maintenance costs.
- Activities related to worship, congregation, secular promotion, protest, activism, or campaigns.
- School activities that are curriculum-based or confined to the school property or school community.

Community Grants Policy



- Single-use/purpose items such as year-specific flags or banners, commemorative merchandise, and memorial plaques or signs.
- Lease/hire or use of a venue with electronic gaming machines or other forms of gambling.
- Alcohol, tobacco, e-cigarettes, gambling products, or other items that cause community harm.
- Public art projects on Council-owned sites or on private property that is not publicly accessible.
- Fireworks, trophies, prizes or awards.
- Application preparation fees, paid or due, including professional grant writer fees.
- Funding requests above the maximum grant available in the published Program Guidelines.
- Funding requests arising from lobbying or canvassing support from Councillors.
- Funding requests made outside of Council's official application process.
- Funding requests that present unacceptable risk to Council by association.
- Retrospective funding (i.e. starting an activity before the grant has been approved).
- Late or incomplete applications.

Late and incomplete applications

To uphold integrity and fairness in the grant process for all applicants, late applications will not be accepted and no new information in support of a submitted application will be accepted after the closing date.

Council at its discretion may allow late applications in extenuating circumstances outside the control of Council or the applicant. For example, Council may authorise an extension for all applicants if there is a grant management system failure coinciding with the closing date, confirmed by the system provider.

It is the applicant's responsibility to ensure that all necessary information requested in the application form is complete, accurate and true. Council will provide application support prior to the closing date but no new information from applicants will be accepted after the closing date.

Funding priorities

To maximise benefits and best use of available funding for the Maroondah community, funding priorities may be established from year-to-year for consideration in the assessment of received grant applications. Any applicable funding priorities will be communicated in the published Program Guidelines.

Policy implementation

Implementation of this Policy activates the [Policy Principles](#) and is guided by high standards of governance.

Transparency and accountability

- Program Guidelines covering all individual grant streams with detailed application guidance will be developed and published.
- Required approvals will be made by the duly authorised Financial Delegate.
- Grants approved are published to the community on Council's website.
- Unsuccessful applicants will be able to seek feedback on their application.
- Successful applicants will enter into a funding agreement before monies are released and to ensure accountable use of funding.

Community Grants Policy



- Any variation to time, scope or value of an approved grant must be requested in writing and approved by Council.
- Successful applicants must acquit their grant as specified in the published Program Guidelines and their funding agreement to substantiate accountable use of funding.
- Council reserves the right to recoup grant funding from successful applicants if a grant acquittal is not provided in a timely manner, if Council is not satisfied that grant funding has been used as agreed, or if grant funding is unspent on completion of the funded activity.

Fairness and equity

- Grants will be equitably available to the community.
- Available grants will be widely promoted to the community using multiple channels.
- All best efforts will be made to remove barriers to participation in the grant process, as result of language, culture, mobility, disability, age, gender, and technology access and literacy.
- Application, assessment, funding agreement, and acquittal requirements will be scaled to value and risk.
- All applications will be assessed against the same criteria for individual grant streams set out in the published Program Guidelines.
- Applicants and recipients must ensure their activity is made available to the community without discrimination in line with human rights and responsibilities.
- Applicants and recipients must ensure the safety of children in line with Child Safe Standards.
- While Council's funding decisions are final, applicants will have the right of appeal to be facilitated in accordance with Council's Complaints Policy.

Impartiality and ethical conduct

- Collusive or otherwise unethical behaviours that may lead to bias or undue influence will be proactively managed throughout the grant process.
- The assessment process will ensure separation between those that assess and make recommendations on applications, to those that make decisions on applications.
- An Assessment Panel will assess and make recommendations, operating to documented Terms of Reference and assessment procedures, with at least three people to review and assess applications received during the grant process.
- All funding decisions will be recorded, with any inconsistencies between a recommendation and decision documented.
- Letters of support from Councillors or Council staff submitted with applications will not be considered during assessment.
- An independent probity representative may be appointed at Council's discretion.
- Funding recommendations will not be presented for decision at the time of Council elections, in accordance with Council's Election Period Policy.

Value for money

- Grants will interact with and deliver against shared Council and community strategic priorities, ensuring public funds are relevant to need.
- Applications will be considered against financial and non-financial considerations, aligned to standard assessment criteria in the published Program Guidelines and with consideration for best use of available funding resources.
- A periodic review of the effectiveness of grant administration arrangements will be performed.

Community Grants Policy



Conflict of interest

- Actual, potential or perceived conflicts of interest will be proactively managed throughout the grant process and in line with Council's conduct, fraud and corruption control policies and procedures.
- Any Council officer, community representative or other external contributor involved in assessing or recommending applications will be required to sign a Conflict-of-Interest declaration before their involvement commences. Any disclosed conflict will be registered and managed consistent with Council's conduct, fraud and corruption control policies and procedures.
- Councillors will be subject to standing conflict-of-interest declaration and management processes in line with Council's Governance Rules and conduct expectations.

Confidentiality management

- Notwithstanding Council's commitment to transparency, some information collected, developed and held in relation to applications, applicants, recipients, and acquittals, needs to remain confidential to uphold grant process integrity.
- Council will use appropriate systems and procedures, including access permissions and controls, to ensure the security and disposal of grants information.
- Information about grants will only be shared on a need-to-know basis with time limits imposed to access certain information, as appropriate.
- Any person involved in assessing, making recommendations, and deciding on applications or otherwise having access to grants-related information will be subject to Council's conduct requirements for handling Council information.

Risk management

Supported by the probity practices under this Policy and aligned to Council's Risk Management Policy and Fraud and Corruption Control Policy, Council will:

- Undertake risk assessment, including grant fraud risk, as part of annual implementation planning.
- Consider activity-level risks during application assessment.
- Establish appropriate treatments for any risks rated as high or above.
- Align risk management efforts to Council's risk management framework.

Budget

The grants budget is set each financial year as part of Council's annual budget planning process. Review of Council's allocated grants budget to determine appropriate funding levels will be conducted in conjunction with the next scheduled Policy review, or as otherwise directed.

Council will reserve the right to target funding to areas that align with its strategic priorities and other identified needs (i.e. funding priorities). The community will be notified of such preferences through the published Program Guidelines.

Community Grants Policy



Privacy

Council is committed to the privacy principles as prescribed by the *Privacy & Data Protection Act 2014* (Vic) and the *Health Records Act 2001* (Vic). Relevant information is collected to ensure that applications can be assessed and a determination made on it. Personal and identifying information will not be disclosed except as required by law.

Access to information provided, amendments that may be required, or any privacy-related enquiries must be directed to Council's Privacy Officer & Health Records Officer in line with Council's Privacy Policy.

Authorised Delegates

Relationship to other grants, services or programs

Where appropriate, Council at its discretion may:

- Transfer or delegate a request for funding support to another Council service or program for consideration.
- Consider and advise an applicant of alternative means of funding or in-kind support that may be appropriate for the nature of the application submitted. This support may be within or external to Council.

Exemptions

Exemptions to this Policy must be requested in writing to Council, with information outlining:

- Name of the relevant grant stream.
- Brief description of the proposed project or program; and
- Reason(s) as to why an exemption is being sought.

Requestors should note that exemption is not automatic and is subject to consideration. Approval must be authorised at manager level.

Roles and Responsibilities

Key roles involved in Policy implementation are summarised in Table 1. Specific Council positions will be assigned to Council officers as part of annual implementation planning.

In addition to specified responsibilities and aligned to high standards of governance, all roles must:

- Disclose any actual, potential or perceived conflicts of interest to the Program Owner
- Keep and maintain access to records in the grant process in accordance with Council's record-keeping requirements.

Community Grants Policy



Table 1. Key roles and responsibilities

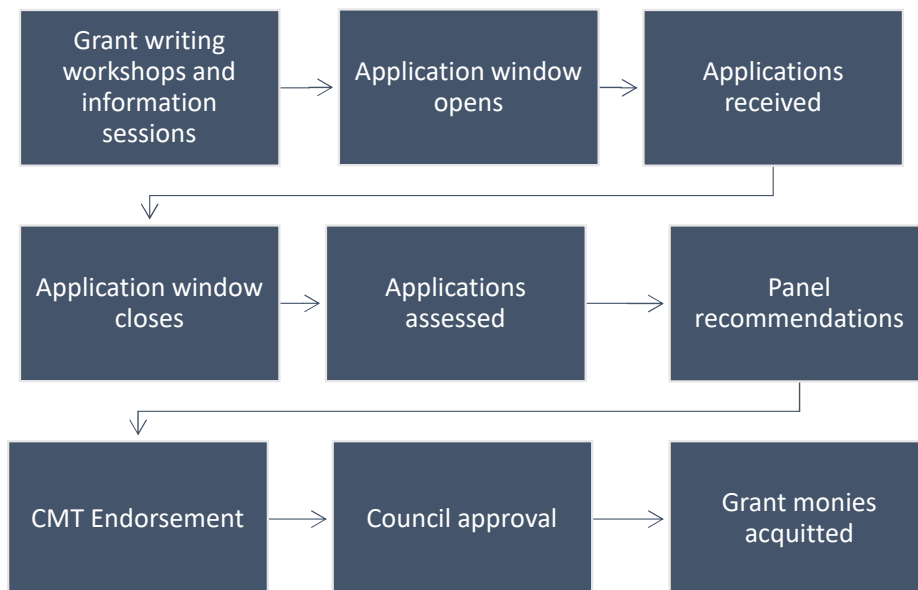
Role	Responsibilities
Program Lead NB. The Program Lead may also fulfil Responsibilities of the Panel Chair, Grants Officer and/or Grants Agreement Manager.	<ul style="list-style-type: none"> Develop Program documentation and variations to such. Promote the Program and call for applications. Develop and hold applicant and/or assessor briefings. Approve appointment and replacement of the Panel Chair. Manage the grant process, ensuring probity at all times, including managing conflicts of interest. Develop reports for CMT and Councillors Ensure all required documentation is prepared and stored. Ensure compliance with all applicable legislation and policies. Engage an external probity advisor, as required. Engage an external consultant to evaluate the Program, as required.
Panel Chair	<ul style="list-style-type: none"> Establish, coordinate and provide advice to the Assessment Panel, including managing membership and facilitating meeting(s). Ensure Panel Members' access to and use of Council-authorised system(s) for assessments. Contact applicants for clarifications needed by Panel Members. Determine acceptance or otherwise of late applications. Manage the assessment process, always ensuring probity, including managing conflicts of interest. Develop the Assessment Panel Report.
Panel Members and other Assessors	<ul style="list-style-type: none"> Be available during the assessment process. Ensure ability to use the Council-authorised system(s) to conduct assessments. Assess applications in line with the assessment criteria and justify assessments with defensible scoring and comments. Consider Topic Expert advice received when assessing applications. Ensure compliance with all applicable legislation and policies. Participate in Assessment Panel moderation activities. Contribute to and endorse the Assessment Panel Report.
Subject Matter Experts	<ul style="list-style-type: none"> Be available during the application and assessment process. Provide advice on applications relevant to their area(s) of expertise. Abstain from assessing or recommending applications, unless formally appointed as a Panel Member in a dual role.
Grants Officer	<ul style="list-style-type: none"> Assist the Panel Chair with their responsibilities. Update the Council website with the latest Program links. Release the Grant Program Guidelines to the Council-authorised system(s), website and communication channel(s). Set up the application, eligibility check, and assessment forms in the Council-authorised system(s), with conflict-of-interest declarations. Open the grants in the Council-authorised system(s) and sign up the assessors. Check applicant eligibility and if required, financial viability. Respond to Program queries from potential applicants via Council's designated mailbox and phone number.
Grants Agreement Manager NB. The Grants Officer may also fulfil the responsibilities of the Grant Agreement Manager	<ul style="list-style-type: none"> Manage funding agreements in accordance with the Community Grant Procedures document Monitor risk, compliance and performance against agreement obligations and key performance indicators. Manage funding agreement finances, including budgeting, payments, recovery of funds, and Topic Expert liaison. Ensure the Program Lead is immediately appraised of any risks or issues arising with a grant recipient or activity.

Community Grants Policy



Role	Responsibilities
	<ul style="list-style-type: none"> Provide information on funding agreements to the Program Owner to fulfil onward grant monitoring and reporting requirements.
Authorised Delegate	<p>As authorised:</p> <ul style="list-style-type: none"> Approve this Policy. Approve grants budget as part of the annual budget cycle. Approve funding recommendations of the Assessment Panel. Approve the Program Implementation Plan (or equivalent). Approve the Program Guidelines. Sign and enter into funding agreements on behalf of Council within their Financial Delegation. Authorise variations to funding agreements on behalf of Council within their Financial Delegation. Authorise grant payments within their Financial Delegation.

Procedural Flowchart



Community Grants Policy



Related legislation

- *Local Government Act 2020 (Vic)*, with specific reference to:
 - s47 – Delegations by Chief Executive Officer
 - s49 – Code of conduct for members of Council staff
 - s53-54 – Audit and risk committee
 - s55-58 – Community accountability
 - s70 – Prohibition of Councillor discretionary funds
 - s107 – Complaints policy
 - s123-125 – Improper conduct
 - s126-131 – Conflict of interest
 - s137-138 – Gifts
 - s139-140 – Councillor conduct
- *Associations Incorporation Reform Act 2012 (Vic)*
- *Charities Act 2013 (Clth)*
- Charter of Human Rights and Responsibilities
- Child Safe Standards
- *Corporations Act 2001 (Clth)*
- *Emergency Management Victoria Act 2013 (Vic)*
- *Equal Opportunity Act 2010 (Vic)*
- *Gender Equality Act 2020 (Vic)*
- *Health Records Act 2001 (Vic)*
- *Occupational Health and Safety Act 2004 (Vic)*
- *Privacy Act 1988 (Vic)*
- *Privacy and Data Protection Act 2014 (Vic)*
- *Public Health and Wellbeing Act 2008 (Vic)*
- *Racial and Religious Tolerance Act 2001 (Vic)*

Related policies, strategies, procedures and guidelines

- Maroondah 2050: Our future together, Maroondah City Council (2025)
- Council Plan 2025-2029, Maroondah City Council (2025)
- Liveability, Wellbeing and Resilience Strategy, Maroondah City Council (2025 Update)
- Maroondah Community Grants Program Guidelines, Maroondah City Council (annual)
- Governance Rules, Maroondah City Council (2022)
- Councillor Code of Conduct, Maroondah City Council (2024)
- Councillor Gift Policy, Maroondah City Council (2021)
- Election Period (Caretaker) Policy, Maroondah City Council (2024)
- Fraud and Corruption Control Policy, Maroondah City Council (2024)
- Risk Management Policy, Maroondah City Council (2006)
- Privacy Policy, Maroondah City Council (2023)
- Complaints Policy, Maroondah City Council (2021)
- Risk Management Strategy Plan and Framework (2021)
- Child Safety and Wellbeing Policy, Maroondah City Council (2024)
- Arts and Cultural Development Strategy, Maroondah City Council (2022)
- Maroondah Gambling Policy, Maroondah City Council (2018)
- Maroondah Disability Action Plan 2022-2026, Maroondah City Council (2022)
- Physical Activity Strategy 2024-2029, Maroondah City Council (2024)
- Public Art Policy, Maroondah City Council (2015)
- Sustainability Strategy 2022-2031, Maroondah City Council (2022)

Community Grants Policy



Definitions

Activity	A service, program, project, festival, event, or other pursuit that is the subject of an application or grant.
Acquittal	Information provided by a recipient that ensures that funds have been spent and administered in line with the conditions of the grant.
Applicant	An individual, community group or organisation who applies for a grant.
Application	The formal documented request for a grant submitted by an applicant, typically in response to a set of questions and information requested.
Auspice	An agreement where one organisation agrees to apply for and manage a grant on behalf of another organisation. The auspice is legally responsible for financial and acquittal requirements.
Capital works	In the context of this Policy, includes any one-off new, extension, or improvement works to buildings or grounds assets.
Funding agreement	Sets out the general terms and conditions, additional terms and conditions and schedules relevant to the funded activity.
Grant	Money given to organisations or individuals for a specified purpose that is consistent with and helps achieve priority objectives and outcomes of both Council and the organisation or individual.
Grant stream	A specific offering under an umbrella <i>grants</i> program tied to specific objectives. At times, they may have further specified objectives under grant categories in published Program Guidelines.
Legally constituted	An organisation that has been: <ul style="list-style-type: none"> Registered under law (e.g. incorporated association, sole trader, company limited by guarantee, Pty Ltd company or Aboriginal Corporation) Created by law (e.g. school, statutory authority, TAFE or university).
Organisation	An entity consisting of a group of people that has a shared purpose and carries out <i>activities</i> in support of the shared purpose. In context of this Policy, it includes community groups and clubs.
Recipient	An individual, community group or organisation who receives a grant.
Strategic priorities	Collective term referring to Council's focus outcome areas under <i>Maroondah 2050 – Our future together</i> and supporting policies, strategies, and plans.

Supporting documents

List any relevant documents that have assisted in the establishment of policy position statements.

- [*Maroondah 2050: Our Future Together*](#)
- [*Maroondah Council Plan 2025-29*](#)
- [*Maroondah Liveability Wellbeing and Resilience Strategy*](#)
- [*Maroondah Arts and Cultural Development Strategy*](#)



Appendix A: Grant Streams Overview

MCGP grant stream	Quick Response Grants	Annual Community Grants	Annual Arts and Cultural Grants	Changemaker Grants
Focus	Smaller scale community-led activities and individual pursuits.	Community-led activities aligned to strategic priorities.	Arts and cultural projects and events aligned to strategic priorities.	Strategic projects that address more complex needs and challenges.
Who the grants are for	Not-for-profit organisations Individual residents	Not-for-profit organisations	Not-for-profit organisations Arts & cultural organisations Creative professionals / artists	Not-for-profit organisations
Categories	Small Community Grants Individual Development Grants	Community Projects Community Festivals & Events Environment	No categories	No categories
Funding available	Up to \$1,500 (organisations) Up to \$500 + 15% financial hardship* (individuals)	Up to \$10,000	Up to \$10,000	Up to \$20,000 (2 projects p.a.)
Funding term	Up to 1 year	1 year	1 year	2 years
Frequency offered	Always open (assessed bi-monthly until funds are exhausted)	Annual	Annual	Every 2 years
Application process	Open, non-competitive, 1-stage	Open, competitive, 1-stage	Open, competitive, 1-stage	Open, competitive, 2-stages
Assessment process	Council officer(s) assessment. Decision by Council officer(s) as per delegations.	Council officer(s) assessment and Panel recommendation. Decision by Councillors.	Council officer(s) assessment and Panel recommendation. Decision by Councillors.	Council officer(s) assessment and Panel recommendation. Decision by Councillors.
Contract type	Letter of Offer	Funding Agreement	Funding Agreement	Funding Agreement
Report type	Acquittal (Light)	Acquittal	Acquittal	Progress + Acquittal
Lead service area	City Futures	City Futures	Business and Precincts	City Futures

MAROONDAH
2050



Customer Experience Strategy 2025-2029

Working towards a well governed and empowered community





Contents

Creating a positive experience.....	5
What does the evidence say?.....	7
What we did and what you told us	9
A plan for the future	11
Our strategic principles and aspirations	11
A vision for customer experience in Maroondah	11
Strategic principles	11
Guiding principles.....	12
Outcome area 1 – Community focused customer service	13
Vision statement / Outcome description	13
What the evidence tells us and what the community told us.....	13
Key directions	13
Priority actions	14
Indicators of progress.....	14
Outcome area 2 - People and partnerships	15
Vision statement / Outcome description	15
What the evidence tells us and what the community told us.....	15
Key directions	15
Priority actions	16
Indicators of progress.....	16
Outcome area 3 - Service innovation.....	17
Vision statement / Outcome description	17
What the evidence tells us and what the community told us.....	17
Key directions	17
Priority actions	17
Indicators of progress.....	18
Outcome area 4 - Technology & processes	19
Vision statement / Outcome description	19
What the evidence tells us and what the community told us.....	19
Key directions	19
Priority actions	19
Indicators of progress.....	20
Monitoring our progress and reporting	20
Section 5 – References and Glossary.....	21
References	21
Glossary.....	22

Executive Summary

Maroondah City Council's *Customer Experience Strategy 2025 - 2029* aims to provide strategic guidance and direction for customer service delivery, ensuring that all community members can contact and engage with Council on channels and in ways that are accessible, easy to use and engaging.

It outlines our approach to providing high level customer service that continues to adapt to changing community expectations and methods of engagement. We will do this by providing services through digital, in-person, and partnership channels, with a focus on accessibility and inclusivity.

The Strategy aligns with the *Maroondah 2050 Community Vision* and focuses on four key outcome areas:

- Community focused customer service
- People and partnerships
- Service innovation
- Technology and processes

We are committed to maintaining our high customer service satisfaction by allocating resources to people, technology, and collaborative efforts, aiming to address resident needs across multiple platforms and methods.

All Council teams and employees are responsible for upholding customer service standards and delivering consistent customer experiences. This Strategy involves collaboration with employees, stakeholders, and the community to work towards its objectives.

The Strategy outlines priority actions and projects to be incorporated into Service Delivery Plans, with annual reviews and reporting on progress. A full renewal of the Strategy will be undertaken in 2029/2030 to ensure it continues to meet the evolving needs of the Maroondah community.



Creating a positive experience

In a local government context, customer service describes how Council employees interact with residents, businesses, groups, and visitors when these individuals seek access to or provide feedback in relation to Council services, programs, or information.

At Maroondah, customer service is built into each employee's role, as it covers multiple connections, channels and experiences.

Council is continually reviewing and adjusting our approach to ensure we address the changing needs and expectations of customers and visitors. Each interaction, on every channel and location receives equal consideration, and personalised service to ensure their needs are met within current service standards.

Customer Service at Maroondah City Council

Council provides accessible and inclusive customer experiences. Council has had three previous Strategies which has helped deliver some of the highest Customer Satisfaction Scores across the sector over the past 10 years. Council's previous *Customer Service Strategy 2021-2025* and objectives facilitated the renewal of clear service standards, enhancement of customer processes, and adoption of modern digital contact technologies. Many previous completed actions and projects have successfully elevated council customer service above industry standards

Through these advancements, access has expanded beyond traditional in-person services to include more digital channels, offering customers 24/7 utilisation of Council services for information, service requests and payments. Over the past four years, significant progress has been made to develop new customer programs, partnerships, and overall service delivery—benefiting both Council and the wider Maroondah community.

Currently, two customer service counters are strategically positioned across Maroondah at Realm in Ringwood Town Square and Croydon Library in Croydon. These centres offer accessible face-to-face customer locations, as well as enabling innovative partnerships with community groups and organisations, including Your Library Limited. Complementing these face-to-face interactions at Realm is a nine-seat call centre that handles approximately 12,000 calls each month. The live-chat function on Council's website has seen increased engagement, now exceeding 1,500 interactions monthly, alongside growing SMS and social media messaging channels.

Recent trends show a shift from traditional face-to-face service towards delivering more connected, personalised online experiences, extending service centre operating hours, and fostering new partnerships with local service providers. Insights gained from Realm as well as community feedback continually inform the evolution of future connectivity and wellbeing models.

By integrating advanced technology and adopting contemporary engagement practices, Council strives to streamline service access while strengthening relationships with residents, businesses, and visitors.

Over the past four years Council has also seen an increase in poor behaviour towards employees in customer service facing roles. This behaviour is being reported across other local government services as well as within the retail and business sectors. To address this societal change, the new four-year strategy focusses on enhancing our processes to ensure the safety of our employees, as well as expanding training on how to manage difficult and threatening customer experiences.

In Summary, Council's new four-year strategy places a strong emphasis on innovation, collaboration, with a customer experience focus. Key priorities include upgrading systems, empowering and supporting employees, and building effective partnerships to deliver improved outcomes and continues Maroondah's best in class sector status.

Council remains committed to providing accessible, high-value services that enhance the quality of life for all residents and recognises customer experience as fundamental to each of its 120 Council services.

Why is a Customer Experience Strategy needed?

Our *Customer Experience Strategy 2025-2029* assesses the effectiveness and accessibility of Council's contact channels, ensuring that future services meet customer expectations. It will guide best practice to customer service at Council over the next four years. Research indicates that delivering local government services requires an active and integrated approach to maintain standards and reinforce community value.

Council is committed to providing all services with professionalism and consistency, fostering public trust. It strives to continue to deliver customer-focused, high-quality service across all channels -in-person, online, and telephone interactions.

Through clear communication, streamlined processes, and a commitment to a customer-first philosophy, each interaction reflects a high standard and consistent service style. This coordinated approach to customer experience strengthens community relationships and enhances Maroondah's reputation as a leader within local government.

What does the Strategy include?

This Strategy is designed to promote consistent service standards at Council by providing training, guidance and support for employees to prioritise customer experience across all teams.

The *Customer Experience Strategy 2025-2029* outlines four (4) main outcomes identified through broad customer and stakeholder engagement undertaken in 2024. Training will be offered throughout Council, focusing on equipping service teams to respond to various situations. This method is intended to assist all service areas to maintain consistent service levels in different contexts.

Outcome areas	Focus
Community-focused customer service	Consistent, reliable, person-centered, and high-quality experiences across all touchpoints
People and partnerships	Culture driven, capable teams, collaborative partnerships
Service innovation	Integration and improvement for our customers and community
Technology and processes	Smart systems, inclusive access

What does the evidence say?

Council serves over 117,000 residents, 9000 businesses, and thousands of visitors every year, treating each as a valued customer. Maroondah has become a regional centre within Metropolitan Melbourne - with Major Neighbourhood Activity Centres, progressive education providers, dynamic libraries, arts and cultural facilities, and community hubs - offering essential services and opportunities for engagement and connection.

We gathered community and employee feedback and performance data, with the results showing strong progress, but also identifying areas for further improvement.

The *2025 Local Government Community Satisfaction Survey* results show that Council is rated at seventy-four (74 - mean index [MI]), which is higher than the state-wide average of sixty-six (66 MI) and the metro Melbourne average of seventy-one (71 MI). This is a consistent result for Maroondah, which shows that our current service delivery is effective and meeting the needs of our community. We seek to remain best practice, and this Strategy will assist this vision.

Who are our customers

Maroondah has 117,484 residents across twelve (12) suburbs, with the largest age group being 35 to 54 years old (.id community, 2024). The community includes 734 First Nations people and around 22,700 non-English speakers. Mandarin, Cantonese, Hakha Chin, Burmese, and Zomi are the top languages spoken by those with limited English proficiency (ABS, 2021). The Burmese community makes up nearly 10% of Maroondah's population, speaking several distinct dialects including Hakha Chin, Burmese, and Zomi (.id community, 2024).

Across Australia, about 1 in 6 people (18%) have a physical, mental, or behavioural disability (Australian Institute of Health and Welfare, 2024). Individuals with disabilities or who are neurodivergent may need different communication methods.

Maroondah is home to over 600 community groups, such as sporting clubs, scout groups, volunteer organisations, faith communities, employment and disability agencies, community houses, and arts groups.

Over 20,200 people are over the age of 65 years old in Maroondah (.id community, 2024). It is important to ensure that their needs are addressed and considered when it comes to their customer experiences with Council.

Maroondah customers who encounter difficulties with the English language, comprehension, or digital skills continue to require dedicated support. By defining specific objectives and allocating appropriate resources, customised processes can continue to be developed to significantly improve overall experiences including digital translations.

Adapting to evolving expectations

Our commitment is to meet the community where they are both in place and in mindset, ensuring that every experience with Council is clear, helpful, and meaningful. By setting ambitious goals and investing in the right resources, we can better serve all people in Maroondah and continue to deliver customer experiences that respond to changing needs and expectations.

As our digital landscape continues to evolve, providing seamless, responsive, and accurate communication across a variety of platforms remains central to enhancing the customer experience for all members of our community as well as face to face.

The significant increase in online self-service options reflects our ongoing commitment to digital-first engagement. Recent surveys indicate that 75% of residents are seeking stronger connections with Council through improved online services and more efficient payment systems, underscoring the need for continued innovation and accessibility in public service delivery.

Throughout our "Your Say" community engagement initiatives we have seen strong participation, offering valuable feedback that helps guide our objectives and goals. Customers have expressed appreciation for interactive forums, reporting feeling more empowered to share their views on local projects.

These findings show increasing demand for ongoing dialogue in Maroondah. Maroondah's population spans all age groups, with a notable rise in residents aged 65 and over which means we will continue to develop and deliver bespoke service and experience.

Maroondah City Council's *Customer Experience Strategy* identifies key trends shaping customer expectations from community feedback:

Trend/Need	Description
Digital engagement	Growing demand for online services and digital communication across council offerings.
Personalised services	Customers want services tailored to their needs.
Inclusive access	Services must be accessible to all, including people with disabilities and non-English speakers.
Proactive communication	Residents seek timely, transparent updates on Council decisions and services.

What we did and what you told us

Overview

Community consultation was conducted from 6 May to 11 June 2024 to inform the development of this Strategy. The process included:

- In-person sessions with interactive activities at Council’s Ringwood and Croydon customer service centres.
- Online and paper surveys, with translated materials available.
- Meetings with key stakeholder groups in Maroondah, such as the Maroondah Disability Advisory Committee, CALD Leaders Network, Wurundjeri Elders, and Maroondah Youth Wellbeing Advocates.

The consultation was publicised through Council’s print and digital channels, including newsletters, social media ads, direct emails, postcards, and posters.

Survey

Respondents were asked a series of questions about their customer interactions with Council, including the service channels they used most, the topics they contact Council about, their accessibility requirements, and their expectations for positive customer experiences.

The following summary outlines the findings:

- 159 survey responses were received from various Maroondah suburbs.
- Over 70% of respondents identified as female.
- The 35-to-44-year age group accounted for more than 27% of responses.
- Council’s website is the primary source respondents use to access Council information.
- Respondents contact Council the most via phone, email, or in-person at a service centre, followed by live-chat and SMS.
- The main reasons for contacting Council included waste management, animals, planning issues, and other topics such as trees, community events, parking, maintenance, safety, and facilities.
- 90% of respondents preferred to use self-service options (e.g. making payments or registering pets).
- When contacting Council, most respondents preferred to speak with a Customer Service Officer, even if this involved waiting on hold for up to five minutes. The next most preferred option was leaving contact details to request a callback. Accessing AI-generated information immediately was the least preferred option.

Response	Percentage of respondents
Issue or request was addressed	74%
Could not assist immediately but provided timely follow-up	4.5%
Could not resolve query but referred to someone who could assist	4.5%
Unable to assist	8%
Other (no reply received or unhelpful response)	9%

These findings show a rising preference for digital solutions that enhance accessibility and efficiency. Respondents emphasised the need for user-friendly online platforms and prompt responses in their interactions with council services.

Moving forward, integrating digital channels with traditional service methods will ensure all community members, including those with varying abilities and backgrounds benefit from improved accessibility and support.

Meetings with key stakeholders

Consultation was undertaken with key stakeholders who provided detailed feedback based on specific needs of their group. These stakeholders were:

- Maroondah Youth Wellbeing Advocates
- Maroondah Disability Advisory Committee
- CALD Leaders Network
- First Nations Wurundjeri Elders

This consultation confirmed that community hubs play a vital role in connecting residents to essential resources, providing welcoming spaces that foster engagement, accessibility, and inclusion. Stakeholders called for more accessible, responsive, and inclusive services, emphasising real-time assistance, empathy, and care. This feedback will assist improve Council services for Maroondah's diverse community.



A plan for the future

Our strategic principles and aspirations

A vision for customer experience in Maroondah

In Maroondah, we aim to provide accessible, respectful customer service experiences for our community across all channels. Great customer service starts with listening, trust, and delivering on community priorities. As expectations change, we are dedicated to being responsive, inclusive, and empathetic—ensuring services meet real needs promptly. We work with our community and partners to make sure every voice counts and every interaction matters.

Strategic principles

The *Customer Experience Strategy 2025-2029* supports Maroondah 2050's vision of a well-governed and empowered community.

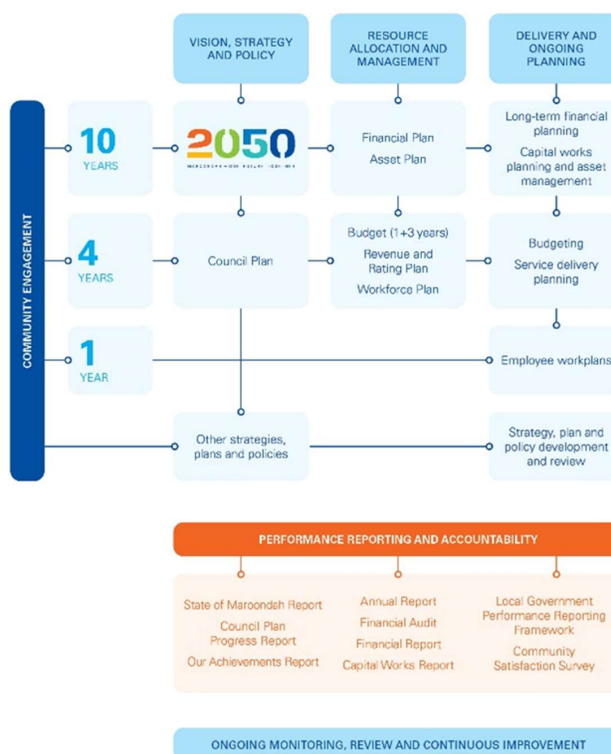
Council remains committed to accountability, collaboration, and representing local needs. Every resident deserves a seamless experience when engaging with Council, whether it's online, over the phone, or in person. We aim to remove any barriers and ensure that services, information, and support are provided with clarity, timeliness, and care.

As we work toward delivering the Maroondah 2050 Community Vision, our focus will remain on improving how customers connect with Council, enhancing service channels, inclusive processes, and meaningful feedback opportunities to better understand and remain current with changing local needs.

This strategy aligns with Council's Integrated Planning Framework to ensure customer service meets community expectations. As shown in the diagram to the right, the Strategy supports and aligns with both the 2050 Community Vision and the Council Plan.

Following the development of the *Customer Experience Strategy 2025-2029*, updates will also be made to internal working documents which set out clear customer service standards and guidance and a complaint's handling process.

Integrated Planning and Reporting Framework

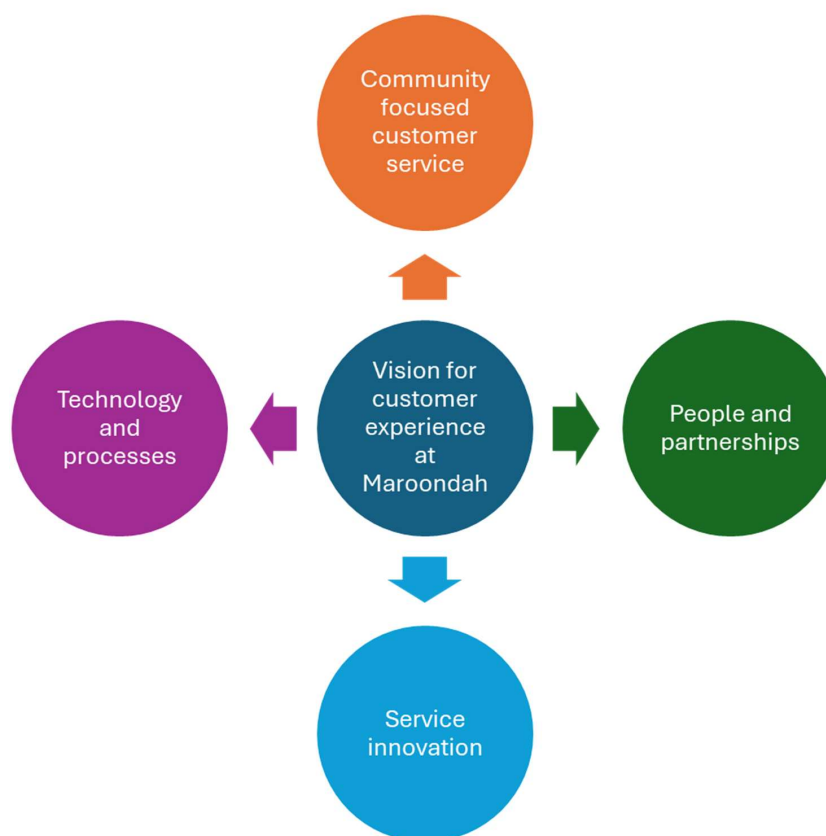


Guiding principles

The key guiding principles throughout the Strategy include.

- People-centred
- Accessible
- Connected
- Future ready
- Sustainable
- Transparent
- Inclusive
- Innovative
- Community-driven
- Responsive

These principles underpin the outcome areas and their key directions and priority actions within this Strategy.



Outcome area 1 – Community-focused customer service

Vision statement / Outcome description

Customers have a consistent experience when interacting with Council. Our people-centred services are delivered in an inclusive and timely manner, aiming to address community needs and expectations. Interactions between Council employees and customers are positive and respectful. Council service centres are a safe environment for all visitors.

What the evidence tells us and what the community told us

Maroondah is a diverse community. In 2024, Mandarin, Cantonese, Hakha Chin, Burmese and Zomi were the top five languages spoken in Maroondah by those with low or no English-speaking proficiency. Other languages spoken in Maroondah include Persian, Vietnamese, Korean, Karen and Khmer (ABS, 2021).

Community Satisfaction Survey results (led by the Victorian Government) in relation to 'customer service' are consistently higher than the Melbourne metropolitan and Victorian Council's average.

Feedback from community consultation told us that while there is an increased use of online services and a desire for self-service options, there are also great community expectations for timely and consistent face-to-face interactions. When asked how Council can better support their customer service needs, respondents identified they want:

- Clear communication and simple customer platforms and processes.
- Employees who are helpful, respectful and knowledgeable.
- Consistent experiences across all channels and service areas.

This provides Council with a deeper understanding of any customer experience gaps that people in the community may be experiencing and provides key insights to focus on this space.

Key directions

- 1.0. Continue to maintain consistent service delivery across all channels (phone, in person, online).
- 1.1. Apply service and process design principles that are people centred.
- 1.2. Utilise customer feedback for ongoing service improvement.
- 1.3. Continue to enhance internal training and career development.
- 1.4. Continue to provide safe environments for both customers and Council employees, with respectful and safe customer service interactions that align with Council's Service Standards.
- 1.5. Encourage positive and welcoming 'customer to customer' and 'customer to employee' interactions when community members and visitors visit Council's service centres. Ensure every interaction ends in a positive and productive way, with respect given from both customers and Council employees.
- 1.6. Continue to record inappropriate/threatening and abusive customer interactions in Occupational, Health and Safety reports to accurately reflect interactions with customers.

Priority actions

1. Undertake ongoing reviews of customer service standards and benchmarks.
2. Deliver customer service training and onboarding for all new employees and regular refreshers for all team members in customer-facing roles.
3. Review Customer Relationship Management (CRM) systems.
4. Conduct a comprehensive review of Council's Customer Service Standards and Complaints Handling Policy and guidelines to ensure that all customer interactions are conducted in a positive manner.
5. Work in partnership with service areas to support proactive interactions with Council.
6. Establish an organisational-wide post-service feedback process.
7. Enhance customer experiences by identifying and leveraging new platforms and technologies.
8. Maintain a knowledge management system to inform and communicate with team members to ensure accurate and timing customer service.
9. Review and implement new signage to clearly identify the location of Realm and Croydon Community Wellbeing Precinct customer service centres.

Indicators of progress

1. Continued improvement in the annual Community Satisfaction Survey* Customer Satisfaction results, scoring above the Melbourne metropolitan and Victorian Statewide average.
2. Growth in positive feedback and customer testimonials, through generative AI feedback and Realm Customer Service Survey activity.
3. Implementation of consistent customer experience standards integrated across all service areas.
4. Achieve 100% of attendance and participation in customer service training for employees.
5. Continuation of strong internal service partnerships and collaboration.
6. Implementation of updated Customer Service Standards and Complaints Handling Policy and guidelines.
7. New signage installed in Realm and Croydon Community Wellbeing Precinct, resulting in reduced customer feedback about the location of the customer service centres.

*Annually undertaken by the Victorian State Government.

Outcome area 2 - People and partnerships

Vision statement / Outcome description

We value empathy, capability, and collaboration in our workplace. We empower all Council teams to deliver high customer service standards by leveraging and building on strong partnerships with internal teams and community organisations.

What the evidence tells us and what the community told us

Council serves over 117,000 residents, 9000 businesses, and thousands of visitors every year, treating each as a valued customer. Maroondah has become a regional centre with Metropolitan, Major and neighbourhood Activity Centres, progressive education providers, dynamic libraries, arts and cultural facilities, and community hubs - offering essential services and opportunities for engagement and connection.

Community and stakeholder consultation told us that our current partnerships with both internal and external groups extend Council's ability to provide reach and connection to the community, with more community organisations wanting to partner with Council. Those who use our service centres and facilities expect a customer experience that is seamless and integrated. What we are currently doing well includes:

- Our established standards promote responsiveness and collaboration, ensuring consistent customer service across council teams
- Knowledgeable, approachable employees across all areas of Council.
- Customers have the option to speak with a team member for personalised service, which may involve waiting longer on hold or arranging a call back.
- Integrated services with Your Library Limited and other community-based partners/service providers.

Internal consultation with various Council service areas found:

- Employees value delivering a high-quality customer experience and would like to expand on ways to enhance their practice.
- Ongoing professional development and training boosts service confidence and delivery.

This feedback supports Council's continued approach to focussing on ensuring high quality training and empowering employees to connect with the community. It also highlights the need to continue to build partnerships with key stakeholders and community groups within Maroondah.

Key directions

- 2.1 Improve service area knowledge and learnings across Council.
- 2.2 Create an organisational-wide Customer Experience Communities of Practice.
- 2.3 Expand collaborations with Your Library Limited and community-based partners/service providers.
- 2.4 Support the organisation to improve digital accessibility and implement more self-service options for customers.
- 2.5 Tailor our service to reflect diverse community needs, including language, culture, and ability.

Priority actions

1. Launch and facilitate a Customer Experience Community of Practice for service teams.
2. Strengthen partnerships with Your Library Limited at Realm and Croydon.
3. Develop a new service delivery model, in partnership with Your Library Limited, for the cultural hub in Croydon Community Wellbeing Precinct.
4. Explore and form new and emerging community partnerships.
5. Standardise customer service practices and digital self-serve options.
6. Create real-time reports and dashboards to track performance and customer experience.
7. Distribute monthly data reports to all service areas for service review and compliance.

Indicators of progress

1. Continued improvement in the Community Satisfaction Survey* Customer Satisfaction results, scoring above the Melbourne metropolitan and Victorian statewide average.
2. Decrease in customer complaints by a minimum of 10%.
3. Provide comprehensive customer service training to enhance participation across all service areas, including quarterly Mad Bad Sad program sessions.
4. The Customer Experience Community of Practice holds regular meetings with consistent participation.
5. New partnerships established with community-based organisations.
6. Positive feedback received from existing partnership organisations and service providers.

* per previous

Outcome area 3 - Service innovation

Vision statement / Outcome description

We deliver a consistent and contemporary customer experience, guided by innovation and future-thinking strategies and processes to support the evolving needs of our community.

What the evidence tells us and what the community told us

Maroondah's population is consistently growing, with a forecast of growth by nearly 20,000 by the year 2046 (.id community). Ringwood is a designated Metropolitan Activity Centre by the Victorian Government, identified as a key location for employment, residential development and transportation links. Croydon is also a key activity centre, with multiple large developments planned over the next five years in the area.

This growth requires Council to ensure that our services meet the needs of our ever-growing community. Feedback received during consultation found that:

- Libraries are essential for community connection and access.
- Innovation boosts efficiency and positive outcomes for individuals.
- There is a need for access to more translated material across customer service channels.
- A focus on inclusion of people with diverse capabilities in mainstream settings is needed.
- Co-located, integrated services provide easier access for residents.
- Digital options are preferred for efficiency, but face-to-face support remains a priority.
- Services must be inclusive, welcoming, and responsive to individual needs.

This feedback assists us to detail what we are doing well, and what gaps there are currently in our service provision. It provides important direction to what key projects should be undertaken over the next four years to meet the growing demand and growing community.

Key directions

- 3.0 Enhance innovation and collaborative design approaches.
- 3.1 Position libraries as central locations for community and Council service integration.
- 3.2 Increase community outreach efforts and improve digital service accessibility.

Priority actions

1. Enhance service delivery model and partnership with Your Library Limited and other community partners at both Realm and the Cultural Hub at Croydon Community Wellbeing Precinct.
2. Determine what pilots and partnerships that champion accessibility, equity, and diverse abilities can be launched that are appropriate and innovative.
3. Undertake research into local service innovations through inclusive external partnerships, particularly as part of the Croydon Community Wellbeing Precinct.
4. Improve digital literacy programs to enhance community engagement.
5. Work with community partners to expand employment opportunities or work experience for people of all-abilities.
6. Expand Council's communication access cards and signage to support people with all abilities attending our facilities.

Indicators of progress

1. New co-delivered programs were piloted and expanded.
2. Implementation of Realm Communication Access Board in partnership with Access Ability Australia.
3. Community access to Council information through Your library Limited collaboration, through increased awareness and accessibility across Council and Your Library Limited digital and print channels.
4. Increase customer service first contact resolution rates to 70%.

Outcome area 4 - Technology & processes

Vision statement / Outcome description

We invest in accessible and inclusive technology to enhance community and employee engagement.

What the evidence tells us and what the community told us

On average, an adult's attention span is eight seconds (Kirk, 2019). This means that information must capture a person's attention immediately or there is a risk of losing their attention and information will not be retained. The average Australia spends 10 hours and 19 minutes a day on electronic media (Mccrindle, 2024).

Community consultation feedback told us that the use of Council's digital channels (eg. Website and live chat) are increasing, with people seeking more opportunities for self-service (for example, will register their pet online instead of calling or visiting a customer service centre). Simple, mobile-friendly platforms make an experience much easier, along with:

- Simple digital payment options.
- Transparent and timely service updates.
- Sustainable and environmentally-friendly initiatives.
- A personalised experience with friendly communication.

Internal consultation feedback told us that some of Council's internal systems can be complex and hard to navigate, which can impact the resident's experience and the timeliness of service.

This information gives Council important feedback to understand what technology is currently providing positive user experiences for both the community and employees and provides important insight into what projects and processes should be focused on in the next four years.

Key directions

- 4.1 Prioritise user-centric system design and collaboration.
- 4.2 Streamline procedures and implement automation when suitable.
- 4.3 Provide technology that is both accessible and inclusive for all users.

Priority actions

1. Evaluate and optimise service processes to more effectively meet the needs of our community.
2. Implement AI-enabled solutions to provide accurate, prompt and efficient responses to enquiries.
3. Inclusion of a digital ethics and privacy statement to align any future Generative AI solutions with community trust expectations, to ensure fairness, accuracy and human oversight.
4. Improve accessibility across all digital platforms, ensuring information is readily available.
5. Expand opportunities for knowledge sharing through enhancements to Council's internal customer service toolkit.
6. Strengthen contact centre support by upgrading resources and technology, including live chat, online and phone systems.

Indicators of progress

1. Faster service processing through increased first contact resolution of at least 70%.
2. Increased customer satisfaction with digital tools with increased positive post service feedback.
3. Improved user experience with reduced feedback on navigation issues and delays.
4. Greater use and positive feedback across communication and Toolkit platforms allowing for increased first contact resolution and lower referrals or delays in responses.
5. Improved contact centre grade of service ensuring 80% of all calls are answered in 30 seconds.

Monitoring our progress and reporting

Our comprehensive monitoring and reporting framework encompasses the entire organisation, incorporating:

- Annual strategic reviews aligned with Council Plan reporting and budgeting cycles.
- Ongoing engagement with both the community and employees through surveys, forums, and structured feedback mechanisms (such as website feedback forms).
- Systematic tracking of key performance indicators—including customer satisfaction, response and resolution times, inclusivity, and service accessibility—across all operational areas.
- Organisation-wide visibility of progress, facilitated by internal dashboards, the Toolkit, and other digital reporting solutions.

Through this coordinated and transparent approach, we promote a culture of shared accountability for delivering high-quality, inclusive customer experiences throughout all areas of Council, cementing our ongoing leadership in local government service experience excellence.

By standardising our customer service frameworks, systems, and procedures, we foster a cohesive and agile organisation, capable of efficiently and effectively meeting the diverse needs of residents.

This Strategy outlines the principal initiatives and actions designed to enhance resident engagement with Council services. These enhancements are intended to support exemplary service delivery, ensure positive customer experiences, and strengthen our connections within the community.

Priority actions will be implemented through service plans from 2025 to 2029 and monitored annually via Council's established reporting processes. As our community continues to grow and change, additional initiatives will be identified and appropriately resourced to maintain services that are relevant, inclusive, and impactful.

A comprehensive review of the *Customer Experience Strategy 2025-2029* is scheduled for 2029/2030 to ensure ongoing alignment with the evolving needs and expectations of our community.

Section 5 – References and Glossary

References

Victorian Ombudsman – Councils and Complaints: A Good Practice Guide (2nd Edition)

- Offers clear principles, templates, and a self-assessment tool for Councils.
- Aligns with the Local Government Act 2020 (Vic) and the Charter of Human Rights and Responsibilities Act 2006.
- Encourages a positive culture around complaints and promotes transparency and fairness.
- Available via the [Victorian Ombudsman's official guide](#).

Australian Standard AS 10002:2022 / ISO 10002:2018

- Internationally recognised framework for complaint management in organisations.
- Supports consistent, fair, and responsive complaint-handling systems.
- Useful for aligning council practices with broader public sector standards.

Victorian Ombudsman – Good Practice Guide: Complaint Handling for Public Sector Organisations (2025 Edition)

- Updated to reflect the revised Australian Standard.
- Includes practical advice on:
 - Making complaint systems accessible and safe
 - Managing complex complainant behaviour
 - Learning from complaints to improve services
- Find it in the [Ombudsman's practice guide collection](#).

Local Government Act 2020 (Vic)

- Mandates that Councils must have a complaints policy and process.
- Emphasises accountability, community engagement, and service responsiveness.

Glossary

AI (Artificial Intelligence): The field of computer science that focuses on creating systems capable of performing tasks that typically require human intelligence, such as visual perception, speech recognition, decision-making, and language translation.

CALD (culturally and linguistically diverse): Refers to individuals or communities with varied cultural backgrounds and languages other than the dominant one in a particular country or region. This term highlights the multicultural and multilingual nature of societies and the need for inclusive policies and practices to support diverse populations.

Community of Practice: Refers to a group of individuals united by a shared concern, set of challenges, or passion for a specific topic, who enhance their collective expertise through regular interaction.

Complaint Handling: a process followed by Council

Customer Experience: Defined as the aggregate of all interactions between a customer and an organization, along with the customer's overall perception resulting from those interactions.

Customer Service Toolkit: Describes a suite of resources, templates, and guidelines designed to facilitate the consistent delivery of customer service.

Your Library: Your Library is also the Council partner responsible for providing local library services in Maroondah.

Internal Dashboards: Digital platforms that present real-time data and insights pertaining to organizational performance.

Service Accessibility: Denotes the extent to which services are easily available to all community members, including individuals with disabilities or language differences.

Inclusion: Involves practices that ensure every individual feels welcomed, respected, supported, and valued within the organization and its services.

Key Performance Indicators (KPIs): Quantifiable measures used to assess how effectively objectives are being met.

Toolkit: When referenced independently, provide a concise definition.

People-First: An approach or philosophy that prioritises the needs, perspectives, and well-being of individuals—whether customers, staff, or members of the community in all organisational decisions, policies, and services. This concept ensures people are at the centre of planning and delivery, fostering respect, empathy, and inclusion.

To contact Council



Call

1300 88 22 33 or (03) 9298 4598
SMS 0480 020 200
Translating and Interpreting Service 131 450
National Relay Service (NRS) 133 677



Live chat online

www.maroondah.vic.gov.au



Email

maroondah@maroondah.vic.gov.au

Follow our social media



**AREA OF THE CROYDON MAIN STREET SHOPPING CENTRE
SPECIAL RATE/CHARGE SCHEME**



CROYDON MAIN STREET SPECIAL RATE AND CHARGE SCHEME CONTRIBUTORS

Assessment Number	Rate & Charge	Location Address
117755	\$346.89	3 Centreway Arcade CROYDON 3136
117756	\$386.53	4 Centreway Arcade CROYDON 3136
117757	\$386.53	5 Centreway Arcade CROYDON 3136
117758	\$386.53	6 Centreway Arcade CROYDON 3136
117759	\$386.53	7 Centreway Arcade CROYDON 3136
117760	\$386.53	8 Centreway Arcade CROYDON 3136
117761	\$386.53	9 Centreway Arcade CROYDON 3136
119900	\$610.25	2 Devon Street CROYDON 3136
121300	\$880.68	2/3 Hewish Road CROYDON 3136
121301	\$835.37	1/3 Hewish Road CROYDON 3136
121305	\$516.80	5/3 Hewish Road CROYDON 3136
121308	\$513.97	8/3 Hewish Road CROYDON 3136
121309	\$550.78	9/3 Hewish Road CROYDON 3136
121310	\$488.48	10/3 Hewish Road CROYDON 3136
121311	\$846.70	11/3 Hewish Road CROYDON 3136
121312	\$866.52	12/3 Hewish Road CROYDON 3136
121313	\$550.78	13/3 Hewish Road CROYDON 3136
121314	\$1,077.50	3 Hewish Road CROYDON 3136
121373	\$761.74	2 Hewish Road CROYDON 3136
121374	\$761.74	4 Hewish Road CROYDON 3136
121375	\$761.74	6 Hewish Road CROYDON 3136
121376	\$965.63	8 Hewish Road CROYDON 3136
121378	\$795.72	10 Hewish Road CROYDON 3136
121379	\$795.72	10A Hewish Road CROYDON 3136
121380	\$909.00	12 Hewish Road CROYDON 3136
121381	\$951.47	14 Hewish Road CROYDON 3136
121382	\$923.16	16 Hewish Road CROYDON 3136
121383	\$951.47	18 Hewish Road CROYDON 3136
121384	\$951.47	20 Hewish Road CROYDON 3136
121386	\$1,163.86	24A Hewish Road CROYDON 3136
122813	\$894.84	53 Main Street CROYDON 3136
122815	\$951.47	57 Main Street CROYDON 3136
122816	\$951.47	59 Main Street CROYDON 3136
122817	\$866.52	61 Main Street CROYDON 3136
122818	\$866.52	63 Main Street CROYDON 3136
122819	\$993.95	65 Main Street CROYDON 3136
122820	\$1,390.41	67-69 Main Street CROYDON 3136
122821	\$1,390.41	71 Main Street CROYDON 3136
122822	\$1,163.86	73 Main Street CROYDON 3136
122823	\$866.52	75 Main Street CROYDON 3136
122824	\$1,078.91	77-79 Main Street CROYDON 3136

122825	\$1,078.91	81 Main Street CROYDON 3136
122826	\$951.47	83 Main Street CROYDON 3136
122827	\$1,050.59	85 Main Street CROYDON 3136
122828	\$1,050.59	87 Main Street CROYDON 3136
122829	\$1,022.27	89 Main Street CROYDON 3136
122830	\$1,093.07	91 Main Street CROYDON 3136
122849	\$1,036.43	95 Main Street CROYDON 3136
122855	\$841.03	99 Main Street CROYDON 3136
122856	\$247.07	1/99 Main Street CROYDON 3136
122857	\$196.10	2/99 Main Street CROYDON 3136
122858	\$312.20	3-4/99 Main Street CROYDON 3136
122860	\$1,050.59	101 Main Street CROYDON 3136
122861	\$1,008.11	103 Main Street CROYDON 3136
122862	\$1,078.91	105 Main Street CROYDON 3136
122863	\$1,064.75	107 Main Street CROYDON 3136
122864	\$1,078.91	109 Main Street CROYDON 3136
122865	\$1,701.91	111-115 Main Street CROYDON 3136
122866	\$1,192.18	117 Main Street CROYDON 3136
122867	\$1,107.23	119 Main Street CROYDON 3136
122868	\$1,008.11	121 Main Street CROYDON 3136
122869	\$1,008.11	123 Main Street CROYDON 3136
122870	\$1,362.09	125-129 Main Street CROYDON 3136
122871	\$425.48	Level 1, 125-129 Main Street CROYDON 3136
122872	\$1,192.18	1/131-135 Main Street CROYDON 3136
122873	\$1,107.23	2/131-135 Main Street CROYDON 3136
122874	\$1,333.77	137-139 Main Street CROYDON 3136
122875	\$1,192.18	141-145 Main Street CROYDON 3136
122876	\$1,078.91	147 Main Street CROYDON 3136
122877	\$1,107.23	149 Main Street CROYDON 3136
122878	\$1,390.41	151-155 Main Street CROYDON 3136
122886	\$1,022.27	159 Main Street CROYDON 3136
122887	\$923.16	1/161 Main Street CROYDON 3136
122888	\$482.82	2/161 Main Street CROYDON 3136
122889	\$409.19	3/161 Main Street CROYDON 3136
122890	\$556.44	4/161 Main Street CROYDON 3136
122891	\$937.32	163 Main Street CROYDON 3136
122892	\$2,239.96	165-169 Main Street CROYDON 3136
122896	\$437.51	12 Main Street CROYDON 3136
122898	\$437.51	14 Main Street CROYDON 3136
122899	\$437.51	16 Main Street CROYDON 3136
122900	\$437.51	18 Main Street CROYDON 3136
122901	\$494.14	20 Main Street CROYDON 3136
122902	\$550.78	22 Main Street CROYDON 3136
122903	\$562.11	24 Main Street CROYDON 3136

122904	\$695.20	26-28 Main Street CROYDON 3136
122905	\$528.13	30 Main Street CROYDON 3136
122906	\$505.47	32 Main Street CROYDON 3136
122916	\$935.91	38-42 Main Street CROYDON 3136
122922	\$1,447.04	44-48 Main Street CROYDON 3136
122928	\$652.73	Shop 2/50 Main Street CROYDON 3136
122929	\$471.49	Shop 3/50 Main Street CROYDON 3136
122930	\$909.00	Shop 1/50 Main Street CROYDON 3136
122931	\$494.14	Shop 4/50 Main Street CROYDON 3136
122932	\$494.14	Shop 6/50 Main Street CROYDON 3136
122933	\$494.14	Shop 5/50 Main Street CROYDON 3136
122934	\$494.14	Shop 7/50 Main Street CROYDON 3136
122935	\$391.50	L 1, 1/50 Main Street CROYDON 3136
122936	\$425.48	L 1, 2/50 Main Street CROYDON 3136
122937	\$385.83	L 1, 3/50 Main Street CROYDON 3136
122940	\$1,036.43	1/56-60 Main Street CROYDON 3136
122941	\$443.17	3/6 Thomas Brew Lane CROYDON 3136
122942	\$425.48	5/56-60 Main Street CROYDON 3136
122944	\$1,064.75	62 Main Street CROYDON 3136
122945	\$1,008.11	78 Main Street CROYDON 3136
122946	\$1,022.27	80 Main Street CROYDON 3136
122948	\$1,163.86	76 Main Street CROYDON 3136
122952	\$2,834.64	82-92 Main Street CROYDON 3136
122953	\$979.79	94-96 Main Street CROYDON 3136
122954	\$1,220.50	98 Main Street CROYDON 3136
122956	\$1,220.50	100 Main Street CROYDON 3136
122957	\$1,220.50	102 Main Street CROYDON 3136
122958	\$1,560.32	104 Main Street CROYDON 3136
122959	\$1,135.54	106 Main Street CROYDON 3136
122960	\$1,093.07	108 Main Street CROYDON 3136
122961	\$1,390.41	110-112 Main Street CROYDON 3136
122962	\$346.19	Shop 1/114 Main Street CROYDON 3136
122963	\$1,220.50	114 Main Street CROYDON 3136
122964	\$1,163.86	116 Main Street CROYDON 3136
122965	\$1,064.75	118 Main Street CROYDON 3136
122966	\$1,078.91	120 Main Street CROYDON 3136
122967	\$1,871.82	122 -124 Main Street CROYDON 3136
122968	\$1,107.23	126 Main Street CROYDON 3136
122969	\$1,107.23	128 Main Street CROYDON 3136
122972	\$1,900.14	134-136 Main Street CROYDON 3136
122974	\$1,163.86	1/138-148 Main Street CROYDON 3136
122975	\$1,701.91	2/138-148 Main Street CROYDON 3136
122976	\$1,616.95	3/138-148 Main Street CROYDON 3136
122977	\$1,050.59	150 Main Street CROYDON 3136

122978	\$1,362.09	152 Main Street CROYDON 3136
122980	\$1,390.41	158 Main Street CROYDON 3136
122981	\$1,900.14	160-162 Main Street CROYDON 3136
122982	\$1,135.54	164 Main Street CROYDON 3136
122984	\$1,418.73	166 Main Street CROYDON 3136
122989	\$1,503.68	170-172 Main Street CROYDON 3136
122990	\$1,050.59	174 Main Street CROYDON 3136
122991	\$198.93	1/174 Main Street CROYDON 3136
122992	\$187.60	2/174 Main Street CROYDON 3136
122993	\$170.61	3/174 Main Street CROYDON 3136
122996	\$1,163.86	1/176-178 Main Street CROYDON 3136
122997	\$595.39	2/176-178 Main Street CROYDON 3136
122998	\$812.72	3/176 Main Street CROYDON 3136
122999	\$807.05	1/180 Main Street CROYDON 3136
123001	\$744.75	182 Main Street CROYDON 3136
123004	\$852.36	184-186 Main Street CROYDON 3136
123005	\$756.08	190 Main Street CROYDON 3136
123006	\$477.15	192 Main Street CROYDON 3136
123305	\$482.82	193 Mt Dandenong Road CROYDON 3136
123308	\$505.47	199 Mt Dandenong Road CROYDON 3136
123310	\$581.93	207 Mt Dandenong Road CROYDON 3136
123312	\$610.25	209 Mt Dandenong Road CROYDON 3136
124285	\$723.52	4-6 San Carlos Walk CROYDON 3136
124872	\$420.52	1/8 Thomas Brew Lane CROYDON 3136
124873	\$420.52	2/8 Thomas Brew Lane CROYDON 3136
124874	\$1,107.23	5/56-60 Main Street CROYDON 3136
124875	\$300.88	4/6 Thomas Brew Lane CROYDON 3136
124876	\$505.47	12 Thomas Brew Lane CROYDON 3136
124877	\$412.02	14 Thomas Brew Lane CROYDON 3136
148171	\$1,248.82	1/130-132 Main Street CROYDON 3136
148172	\$1,121.38	2/130-132 Main Street CROYDON 3136
148173	\$694.50	3/130-132 Main Street CROYDON 3136
148174	\$822.64	4/130-132 Main Street CROYDON 3136
148351	\$596.09	195-197 Mt Dandenong Road CROYDON 3136
152962	\$1,220.50	168 Main Street CROYDON 3136
152963	\$773.07	168 Main Street (Rear) CROYDON 3136
153211	\$716.43	93B Main Street CROYDON 3136
153212	\$835.37	93 Main Street CROYDON 3136
153334	\$477.15	34 Main Street CROYDON 3136
153527	\$1,050.59	66 Main Street CROYDON 3136
153528	\$951.47	68 Main Street CROYDON 3136
153529	\$1,022.27	70 Main Street CROYDON 3136
154066	\$1,077.50	22 Hewish Road CROYDON 3136
155280	\$224.42	4-5/174 Main Street CROYDON 3136

155486	\$1,475.36	154 Main Street CROYDON 3136
155487	\$1,475.36	154A Main Street CROYDON 3136
156110	\$201.76	1/157 Main Street CROYDON 3136
156111	\$201.76	2/157 Main Street CROYDON 3136
157114	\$224.42	Unit 1/87 Main Street CROYDON 3136
157115	\$218.75	Unit 3-4/87 Main Street CROYDON 3136
157118	\$204.59	5/87 Main Street CROYDON 3136
157119	\$227.25	6/87 Main Street CROYDON 3136
158311	\$596.09	16 Thomas Brew Lane
158312	\$638.57	18 Thomas Brew Lane
158492	\$638.57	3/3-5 Hewish Road CROYDON 3136
160054	\$1,163.86	74 Main Street CROYDON 3136
165351	\$1,020.86	26 Hewish Road CROYDON 3136
165352	\$992.55	26A Hewish Road CROYDON 3136
165353	\$992.55	28 Hewish Road CROYDON 3136
165354	\$1,445.64	28A Hewish Road CROYDON 3136
166789	\$638.57	36 Main Street CROYDON 3136
167356	\$533.79	6/3 Hewish Road CROYDON 3136
167357	\$533.79	7/3 Hewish Road CROYDON 3136