

Maroondah City Council Annual Report 2024/25





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Acknowledgment of Country

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

Cover: Australia Day celebrations at Ringwood Lake Park.

Left: Celebrate Maroonadah Superhero Sunday at Athelstane Reserve, Ringwood North.

Welcome to the Maroondah City Council Annual Report 2024/25

Maroondah City Council is committed to transparent reporting and being accountable to the local community. The Annual Report details the achievements, performance, and financial management of Maroondah City Council for the 2024/25 financial year.

This Annual Report highlights to the Maroondah community, Council's performance during the financial year measured against the *Council Plan 2021-2025 (2024/25 Update)* and the *Annual Budget 2024/25*.

The Local Government Act 2020 states that all Victorian Councils must prepare an annual report in respect to each financial year including: a report of Council's operations, audited performance

statement, audited financial statements, and copies of the auditor's reports on the performance and financial statements. The Audit and Risk Committee reviewed these financial statements at its meeting on 25 August 2025. Council endorsed the financial report in principle at its meeting on 27 October 2025.

The Standard and Performance Statements were certified by the Principal Accounting Officer (Chief Financial Officer), the Chief Executive Officer and two nominated Councillors. The Victorian Auditor General's Office has certified the Performance Statement and the Financial Report including the Standard Statements.

How to use this Annual Report

The 2024/25 Annual Report is divided into seven sections:

1	Our highlights	Provides reflections from the Mayor and Chief Executive Officer and outlines key strategic, capital works and other initiative highlights for the 2024/25 year.
2	Our city	Profiles the City of Maroondah, our Community Vision, and Council's integrated approach to planning and reporting.
3	Our Council	Provides details about our Councillors, their wards and information about Council as an organisation.
4	Our performance	Details Council's performance against the <i>Council Plan 2021-2025 (2024/25 Update)</i>, including progress against Council's commitments and strategic indicators, achievements for the year, and descriptions of core Council services for each future outcome area. Outlines the future outcome areas and initiatives of Council for the 2025/26 financial year and beyond.
5	Corporate governance	Reports on governance processes/procedures and risk management.
6	Statutory information	Provides information linked to statutory requirements including the Victorian Local Government performance Framework: Statement of service performance.
7	Financial Report and Performance Statement	Includes Council's Financial Statements, Performance Statement, Certification and Auditor General's Reports which fulfil Council's legislative reporting requirements.

Our highlights

Message from the Mayor and Chief Executive Officer

We are pleased to present the Maroondah City Council *Annual Report 2024/25* to the Maroondah community and to the Minister for Local Government.

While the Annual Report reflects on Council's activities during 2024/25, we continue to have our sights firmly set on the future. To ensure we are well placed moving forward we have successfully delivered the final year of the current four-year Council Plan, and adopted a new Council Plan that will set the strategic direction for Council to 2029.

The *Council Plan 2025-2029* reflects the priorities identified by the Maroondah community as part of the development of the new community vision *Maroondah 2050 - Our future together*. Over the past two years, Council has worked with the community, key stakeholders and partners to ensure that the new Maroondah 2050 Community Vision captures the values, aspirations and priorities of the Maroondah community as we look ahead to 2050.

In addition, other strategic and long-term planning has taken place resulting in the completion of the *Maroondah Physical Activity Strategy 2024-2029*; *Maroondah Transport Strategy 2025-2035*; *Road Management Plan 2025-2029*; *Asset Plan 2025 to 2035*; *Financial Plan 2025/26 to 2034/35*; and *Public Toilet Policy 2024-2029*.

We have continued to plan for the future of our two key activity centres. Development in the Ringwood Metropolitan Activity Centre is continuing to take shape in response to the land use guidance in the Ringwood Metropolitan Activity Centre Masterplan. This includes the commencement of construction of the new \$33.6 million Activity Centre Carpark adjacent to the station on Bedford Road, and significant new developments along Maroondah Highway and surrounding locations within the Activity Centre.

Council has also continued to work with key stakeholders, user groups and the community on the development of the *Croydon Activity Centre Structure Plan 2025* and the Croydon Community Wellbeing Precinct. The Structure Plan is nearing completion and will respond to expected population growth. Croydon Main Street continues to serve as an important local destination.



The detailed design for the Cultural Hub, within the Croydon Community Wellbeing Precinct, continues to progress. We look forward to construction commencing later in 2025 with Australian Government funding of \$5 million contributing towards the arts and cultural space, and Victorian Government funding of \$1 million towards the new library. Construction of the Multipurpose Hub will also commence later in 2025, with Australian Government funding of \$7.5 million received in December 2024.

Our advocacy work with the Victorian and Australian Governments focused on funding opportunities for a range of significant projects that will benefit the Maroondah community.

Council received over \$50 million in funding during 2024/25 including Australian Government funding of \$7.5 million for the revitalisation of Croydon Main Street and \$2 million towards the construction of a new multipurpose pavilion at North Ringwood Reserve. The Australian Government and Melbourne Water have committed \$30 million towards Stage 2 of the award-winning Reimagining Tarralla Creek project. The Victorian Government's commitment of \$1 billion for a new Maroondah Hospital sees Council continuing to advocate to the Government to ensure improved outcomes for the Maroondah community from the project delivery.

We also continued to work with the Level Crossing Removal Authority to ensure positive outcomes for the community from the removal of crossings at Dublin Road, Bedford Road and Coolstore Road and from the construction of new stations at Ringwood East and Croydon. With each project now complete, the asset rectification and handover phase to Council has commenced.

Regional partnerships and initiatives continue to be a focus of Council to ensure we get the best outcomes for the Maroondah community. This includes actively supporting the Eastern Region Group of Councils (ERG), which works collaboratively to achieve integrated advocacy and planning as well as joint procurement for shared services, which is supported by a four-year strategic plan.

The ERG works closely with other regional groups and networks, including the Eastern Alliance for Greenhouse Action (EAGA), and the Regional Local Government Homelessness and Social Housing Group Charter.

Council's *Annual Budget 2024/25* and Financial Plan continue to be based on sound financial management, as well as an understanding of the rising cost of living facing ratepayers. The Financial Plan outlines Council's projected financial position for the next 10 years and provides a guide for the community, Council, and management in their analysis of options and decision making about the future directions and operations of Council.

The Financial Plan demonstrates our long-term financial sustainability and ensures we can continue to invest in community facilities and services while operating within the rate cap environment set out under the Victorian Government's Fair Go Rates System. Maroondah City Council complied with the Victorian Government's 2024/25 rate cap of 2.75 per cent over the average property rate in Maroondah.

We are very proud of the work that has been achieved over the past 12 months by the organisation, in partnership with Councillors and the community. Council has continued its best practice service delivery while ensuring prudent financial management and investment in Council's employees to ensure they have the skills, knowledge and tools to meet the needs of the Maroondah community. The significant achievements of the past year should be celebrated and are detailed throughout this report.

We commend the *Annual Report 2024/25* as a record of what has been accomplished to ensure our City, and the Maroondah community, continues to be active, prosperous, vibrant, sustainable, accessible, thriving, inclusive and empowered.

Key highlights

Improvements to facilities and playspaces across Maroondah

A broad range of important projects were completed over the past 12 months to provide enhanced facilities and services to the Maroondah community. Foyer extension works at Karralyka in Ringwood East include a new food and beverage area and multipurpose space, extended theatre foyer and enhanced western entry.

The new deck extension at Yarrunga Community Centre in Croydon Hills provides a versatile and accessible space, connecting with the centre's multipurpose rooms.

Works were undertaken at Aquahub in Croydon and include the re-tiling of the 25-metre pool, change room improvements, re-fitting of the sauna and painting of the aquatic hall, while the installation of new sportsfield lighting at North Ringwood Reserve was completed.

Playspace upgrades at Bungalook Reserve in Bayswater North, Little John Reserve in Warranwood and San Martin Reserve in Croydon North have provided local residents with upgraded playground facilities that promote inclusive and accessible play, along with the installation of new seating and picnic tables.

Grayswood Reserve skate precinct in Kilsyth South underwent renewal works, with the purpose-built facility designed to meet the needs and skill levels of local skaters, bike riders, roller bladers and other wheel users.

40 years of 18 holes at Dorset Golf

In March 2025, the 40-year anniversary of having 18 holes at Dorset Golf was celebrated. Around two million people have played at Dorset Golf since it first opened its doors, with a record 85,744 rounds of golf played last financial year. Players of all abilities enjoy the wide, open fairways and large, manicured greens with beautiful views of the Dandenong Ranges as a backdrop.

Events, training and recognition for Maroondah businesses

BizMonth, a month of events, training and networking opportunities for Maroondah businesses continued in May 2025 with hundreds of people taking the opportunity to grow, learn and expand their business knowledge. The Maroondah Business Excellence Awards 2024 provided a chance to celebrate and recognise excellent businesses in Maroondah across a variety of categories. *Women in Business* was launched, with women from across Maroondah and surrounding areas hearing from financial experts and connecting with like-minded business women.

Another successful Maroondah Festival and other events

Approximately 30,000 members of the community visited the Maroondah Festival in November 2024. The Festival was a huge success with a range of free family activities, interactive displays by Council service areas, and over 70 community groups showcasing their services through interactive displays and come and try activities. Other successful Council events for the community over the past 12 months included the Maroondah Night Run, Run Maroondah, City Nature Challenge, International Women's Day, Active Kids Healthy Minds, Growing Wellbeing Activity Day, Children's Week Twilight Picnic, Seniors Festival and luncheon, Poolside Pride, Australia Day celebrations, Maroondah Carols and Celebrate Maroondah movie night, Superhero Sunday and Dogs' Day Out.

Reignite Croydon - Laneway Lights project

A collaborative project jointly funded by Council and the Victorian Government, *Reignite Croydon* aims to improve the amenity of Croydon and support local traders by increasing visitation to Croydon Main Street. Three laneways adjacent to Main Street feature captivating artwork that use light in different ways, showcasing the talent of four local artists and bringing a unique touch to the area.

Waste education providing great results

Maroondah's residents and businesses are committed recyclers: 24,929 tonnes of recycling and organic waste was diverted from landfill in 2024/25, resulting in Maroondah continuing to have a high diversion rate of waste from landfill. Maroondah City Council also had the first food and garden organics truck, containing waste from over 450 bins in Maroondah, with zero contamination. This is the first record of this achievement for BioGro, Council's food and garden organics processing facility. *Plastic Free July Discovery Day* saw attendees learn ways to reduce plastic waste and embrace eco-friendly habits, with a mini market and interactive workshops to educate and inspire residents to take the journey towards a greener lifestyle.

Adoption of the Maroondah Transport Strategy 2025-2035

The *Maroondah Transport Strategy 2025-2035* was developed in response to contemporary transport policy, data and research, community consultation and stakeholder engagement. It was adopted in April 2025 and provides an accessible and connected network vision and prioritises modes of transport that are in demand, sustainable, safe, healthy and affordable, to deliver a transport network and services that are sustainable and work for everyone over the next 10 years.

Level crossing removals in Maroondah

Council continued to work in partnership with the Level Crossing Removal Project (LXRP) on the Dublin and Coolstore roads level crossing removal projects, with major works completed at the end of 2024.

The new stations at Croydon and Ringwood East were also opened. Ringwood East station features a main concourse, new carpark with accessible parking and platforms accessible by lifts and stairs. Croydon Station features two entrances, additional car parking spaces, a large bus interchange and safer, more modern facilities.

Ringwood Activity Centre Car Park

Construction of the \$33.6 million Ringwood Activity Centre carpark, continued funded in partnership with the Australian Government. Located adjacent to Ringwood Station and bus interchange, the carpark will provide 320 parking spaces, including accessibility bays and electric vehicle charging bays. Expected to open at the end of 2025, the relocation of the original Blood Brother storefront to the corner location on the site is now complete, and construction of the carpark and its external facade continues. Once open, it will provide additional parking spaces for commuters, residents and visitors, reducing parking congestion on nearby local streets and at Ringwood Station. Works will also provide an extended Shared User Path along with enhanced environmental amenity and vegetation.

Commercial Centres Improvement Program

As part of the 2024/25 Commercial Centres Improvement Program, and following consultation with traders at each centre, works have been successfully completed at Bedford Road in Ringwood; Maroondah Village in Croydon North; and Clegg Avenue in Croydon. These upgrades provide new trees, upgraded seating and garden beds to improve the amenity of each centre for traders and visitors.

Creating a safer and more accessible community

A number of activities have taken place to create a safer Maroondah including: promoting awareness about elder abuse, homelessness and community safety; implementing the Victorian Child Safe Standards; participating in the *16 Days of Activism Against Gender Based Violence campaign*, *Are You Safe at Home? Day*; *Sports 4 All* Maroondah program; delivering the extended lighting program at Croydon Town Park; Jubilee Park Access Key; continuation of the Maroondah Liquor Accord, and Maroondah's participation in the Alliance for Gambling Reform.

Consulting with the community on important projects

Extensive community and stakeholder engagement was undertaken over the past 12 months to help shape important strategies, plans and documents. The community were provided with opportunities to provide feedback on Council's *Road Management Plan 2025-2029*, *Maroondah Bicycle Network Plan*, *Domestic Animal Management Plan 2026-2029*, *Customer Experience Strategy 2025-2029*, *Communications Strategy 2025-2029*, *Croydon Main Street Revitalisation*, *Liveable Neighbourhoods Place Planning* and Council's future strategic documents including the *Council Plan 2025-2029*, *Asset Plan 2025 to 2035*, *Financial Plan 2025/26 to 2034/35*, *Annual Budget 2025/26* and *Revenue and Rating Plan 2025/26 to 2028/29*.

Awards and recognition

Maroondah City Council is proud to be recognised for its commitment to leadership and service excellence. A selection of the honours received by Council during 2024/25 are highlighted below.

Winner – 2024 World Green Infrastructure Award – Green Neighbourhood Scale and On-Grade Projects Category

Reimagining Tarralla Creek is a \$9 million project, which has transformed a section of the creek between Dorset Road and Eastfield Road in Croydon. The project included creating a new waterway channel, planting of more than 80,000 trees, shrubs and grasses, a revitalised wetland, bird hide, informal creek crossings, gathering spaces, a new bridge and paths, and the Wurundjeri Sensory Garden. The Reimagining Tarralla Creek project was a joint initiative delivered by Melbourne Water, Maroondah City Council, Yarra Valley Water, Friends of Eastfield Park, the Victorian Government, and the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.

Finalist – 2024 Victorian Water Awards – Infrastructure Project Innovation – Metro

This award acknowledges Council's partnership work with Yarra Valley Water on the recycled water pilot project at Barneong Reserve in Croydon. A new 300m water main was constructed and will deliver high-quality recycled water to Barneong Reserve, helping to keep the reserve's oval green and healthy throughout the year. It is estimated that the project will offset 15.5 million litres of drinking water used during the construction of four level crossing removal projects over five years.

Finalist – 2025 Victorian Early Year Awards – Supporting Parents to Build their Capacity and Confidence category

Dad's Chat is an initiative of Council's Community Services team and comprises a series of four workshops held weekly, to connect local dads and male carers of children 0 to 8 years. The focus is on strengthening their role as parents and building social connections. Delivered in partnership with Yarra Ranges Council, the program has been designed to specifically address the needs and interests of dads and male carers in the local community, building wellbeing and enhancing relationships within the family unit, particularly between dads and their children.

Australia Day awards

The Maroondah Australia Day Awards recognise the achievements of local community members and the contribution they make to Maroondah. The nomination process for the awards is open throughout the year, with the annual awards presented on Australia Day across three categories.

Maroondah's Citizen of the Year was awarded to Heidi Butler-Moore, whose transformative leadership as CEO of Glen Park Community Centre over the past 12 years has been pivotal in creating a stronger, more inclusive Maroondah community. Under her guidance, the centre has become a vital hub, offering essential services such as food relief, pre-employment pathways, health programs, and creative workshops.

A passionate advocate for social justice, Heidi fosters inclusion through LGBTIQA+ awareness seminars, community events and initiatives such as the Proud Houses Project. She has also driven partnerships with organisations like Eastland, Centrelink and EACH, enabling the delivery of essential services.

Heidi's efforts have positioned Glen Park Community Centre as a benchmark for neighbourhood houses across the eastern metropolitan region.

Young Citizen of the Year was awarded to Shannon Freeman, who has made a tangible difference in the lives of those in need across Maroondah.

For the past three years, Shannon has been a familiar face at Meals on Wheels, delivering essential meals and brightening the day of residents. Shannon also plays an integral role in the home library service, ensuring that those who are housebound can still enjoy access to books and resources. She also lends her time to the Bayswater Salvos two days a week, offering practical support and a warm presence and dedicates her time to Elderly Rights Advocacy, visiting nursing homes to provide companionship and comfort to residents.

Shannon's volunteer work is a testament to her unwavering dedication to making her community a better place, and she continues to inspire those around her.

Community Event of the Year was awarded to the Maroondah Rotary Club Gala Night.

The Gala Night was a key fundraising event aimed at supporting mental health initiatives in Maroondah and beyond. In partnership with Eastland and Orion International Group, the event raised over \$30,000 to benefit local mental health programs, including the 'Employ Your Mind' initiative.

The evening featured powerful speeches from mental health experts, including Eastern Health CEO David Plunkett, and a special address by Samuel Johnson, co-founder of the 'Love Your Sister' campaign. His advocacy for mental health, cancer research and precision medicine was inspiring.

With over 50 years of community service, Maroondah Rotary continues to drive change and support mental health services in the region.



Our 2025 Maroondah Australia Day Award recipients.

Bill Wilkins Volunteer Award 2024 – Marrianne Fry

The Bill Wilkins Volunteer Award recognises an individual who has provided excellent volunteer service and had a positive impact on the Maroondah community. The award is intended to enhance public awareness and appreciation of the quality and depth of voluntary service in the Maroondah community.

The annual award is named in honour of the late Bill Wilkins OAM and Freeman of the City in recognition of his contribution of more than 75 years to volunteering in Maroondah.

Marrianne Fry was awarded the 2024 Bill Wilkins Volunteer Award in recognition of her incredible 60 years of volunteering in Scouting. Marrianne was also commended for her 21 years as volunteer Treasurer for the Ringwood Swimming Club – another wonderful example of her commitment to the local community.

She currently volunteers as a Joey Scout Leader with 1st Maroondah Scout Group and has also held various other roles as a leader in other sections, including Cubs and Venturers. She has enjoyed all aspects of her roles, particularly leading the Venturer groups.

Marrianne's extraordinary service was also recognised with the Silver Kangaroo Award from Scouts Australia – a rare award that acknowledges eminent achievement and exceptional service over an extended period of time.



Bill Wilkins Volunteer Award recipient, Marrianne Fry.

Community feedback and endorsement

The annual Local Government Community Satisfaction Survey, commissioned by the Victorian Government, is one of a range of tools used to measure Council's progress towards the vision and outcomes highlighted in *Maroondah 2040 – Our future together*. The Survey results provide Council with important community feedback used to ensure its activities, programs, services and initiatives are meeting and responding to priorities of the community.

Council's overall Community Satisfaction Survey result for 2025 highlights that the Maroondah community continues to rate Council's overall performance (65) at a significantly higher level (at the 95% confidence interval) than the metropolitan Melbourne average (62) and the state-wide average (53).

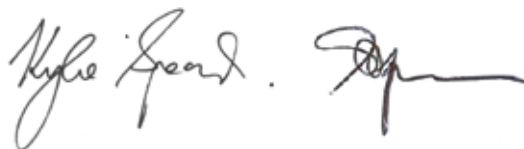
This outstanding result is evidence of the quality and effectiveness of Council's initiatives, programs, services, policy development, strategic planning, advocacy, community engagement and strategic leadership.

Other notable highlights from the 2025 survey when compared with the statewide average (comparison shown in brackets) include:

- Value for money (11 rating points higher)
- Making decisions in the interest of the community (10 rating points higher)
- Condition of sealed roads (10 rating points higher)
- Waste management (9 rating points higher)
- Council's general town planning policy (9 rating points higher)
- Informing the community (9 rating points higher)
- Recreational facilities (9 rating points higher)
- Environmental Sustainability (8 rating points higher)
- Community consultation (8 rating points higher)
- Advocacy (8 rating points higher)
- Customer service (8 rating points higher)

Community perceptions of Council performance regarding most services evaluated in the survey are consistent with 2024 results.

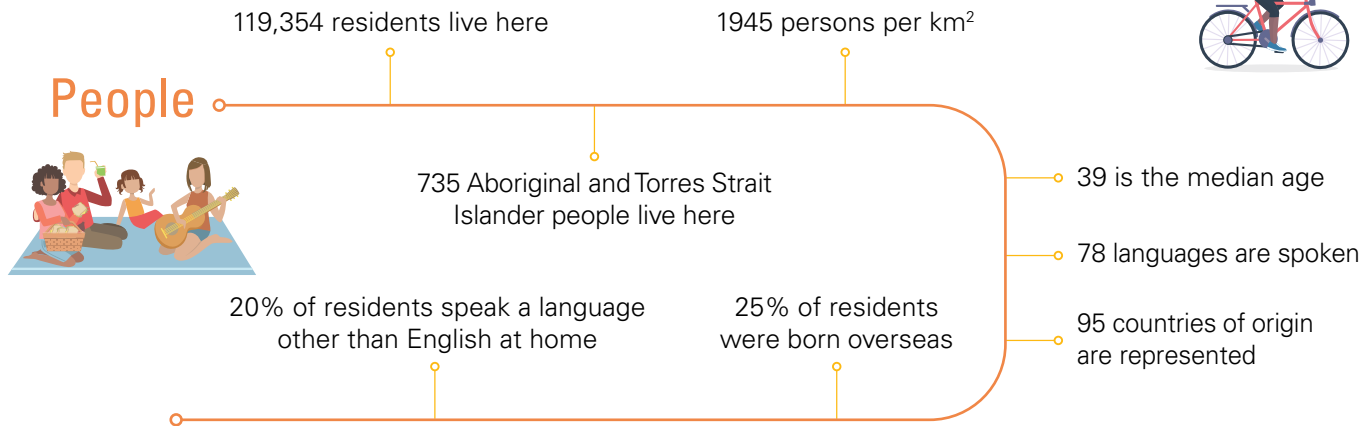
Council continues its commitment to continuous improvement and effective community engagement and encourages active involvement and participation to ensure we continue to be responsive to the needs and priorities of the community.



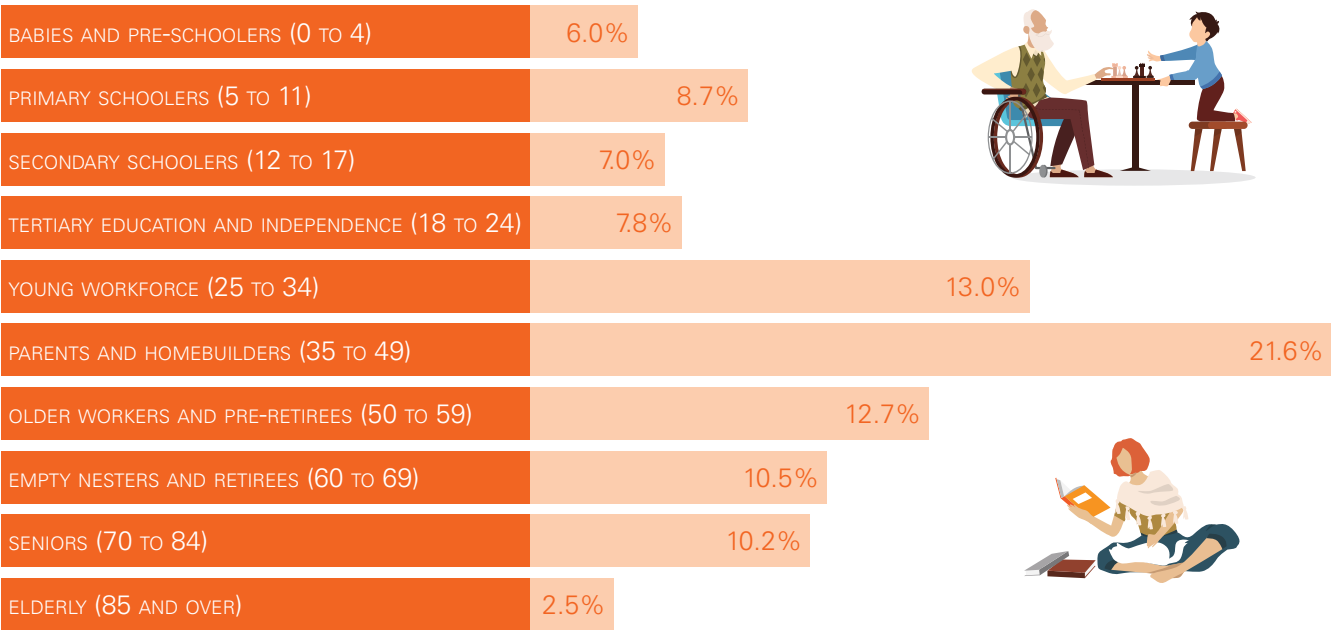
Cr Kylie Spears
Mayor

Steve Kozlowski
Chief Executive Officer

Maroondah community profile

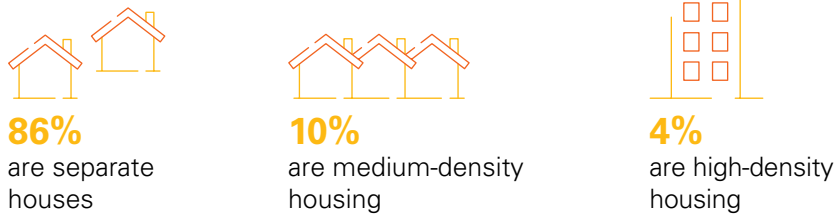


Maroondah's population is comprised of the following age groups:

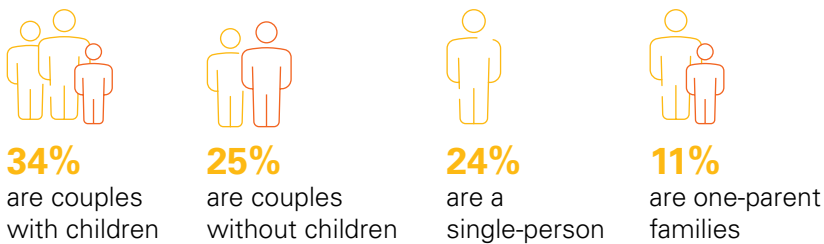


Housing

There are 46,866 dwellings, of which:



There are 44,167 households, of which:



72%

OF PEOPLE ARE PURCHASING OR FULLY OWN THEIR HOME

21%

OF PEOPLE ARE RENTING

2.4%

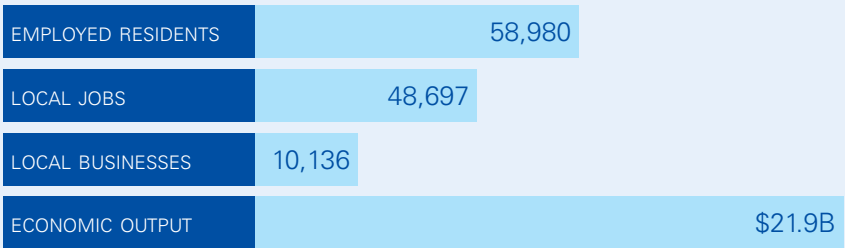
OF PEOPLE LIVE IN SOCIAL HOUSING

2.53

PERSONS PER DWELLING

Economy

The local economy is comprised of:



The largest employers are:



27%
OF RESIDENTS
LIVE AND WORK
IN MAROONDAH

41%
OF RESIDENTS
HAVE A UNIVERSITY
OR DIPLOMA
QUALIFICATION

18%
OF RESIDENTS
HAVE A TRADE
QUALIFICATION

\$1866
IS THE MEDIAN
WEEKLY INCOME

15%
OF RESIDENTS
VOLUNTEER



Data current as of May 2025.
Sourced from material compiled and presented by .id (informed decisions) <https://id.com.au>; REMPLAN <https://www.remplan.com.au>; Australian Bureau of Statistics <https://www.abs.gov.au>; and internal Maroondah City Council data.

Our city

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east and is located 25 kilometres from the central business district. Maroondah is home to 119,354 residents and 44,167 households. The age structure of Maroondah's population is similar to the Victorian state average.

Maroondah is a substantially urban residential municipality and includes the suburbs of Bayswater North, Croydon, Croydon Hills, Croydon North, Croydon South, Heathmont, Kilsyth South, Ringwood, Ringwood East, Ringwood North and Warranwood. The City also includes small sections of Kilsyth, Park Orchards, Vermont and Wonga Park.

Maroondah has the strategic advantage of being located at the north-eastern junction of the Eastern Freeway – EastLink corridor. There are two train lines and many bus routes linking the City with other regions. Sustainable transport links also continue to expand with 684 kilometres of footpaths and 68 kilometres of shared paths.

Maroondah has a regional health precinct including a major public hospital and a large private hospital, educational facilities that cater from early childhood learning to higher education, two libraries, arts and cultural centres, and a range of community centres. Maroondah is also home to a range of world-class recreation and sporting facilities including Aquanation, Maroondah Nets, Ringwood Golf and Maroondah Edge.

Maroondah is currently home to 649 hectares of Council-owned/managed land including 578 parks and reserves. There are more than 750,000 trees (mostly native species) in parks and reserves providing shade and shelter, helping to control water runoff, evaporation and erosion, and providing a home for wildlife.



Location of the City of Maroondah

Over 10,000 businesses operate within the City, with over 97% of these being small businesses employing less than 20 people. The largest employing industries are the health care, retail trade, manufacturing and construction sectors. In total, businesses in Maroondah provide employment for over 48,000 people and the municipality has an annual economic output of \$21.9 billion (2.1% of the output generated in Greater Melbourne).

Ringwood, a designated Metropolitan Activity Centre, offers a diverse range of shops, services, jobs and housing, along with numerous public transport options. Croydon, Heathmont and Ringwood East are also designated as activity centres.



Aerial view along Maroondah Highway with Realm and Ringwood Station in the foreground, looking towards the Melbourne CBD.

Our history

For more than 35,000 years the Wurundjeri Woiwurrung People of the Kulin Nation were the Traditional Custodians of the land now known as the City of Maroondah. The Wurundjeri Woiwurrung People have a deep spiritual connection to the land and waterways, and a unique ability to care for Country.

Kulin Nation refers to an alliance of five tribes (language groups) who live across a geographical area which encompasses Melbourne and its outer regions. Their collective territory extends around Port Phillip and Western Port bays, up into the Great Dividing Range and the Loddon and Goulburn River valleys. The five Kulin Nation language groups are:

- Boonwurrung (Boon-wur-rung)
- Dja Dja Wurrung (Jar-Jar-Wur-rung)
- Taungurung (Tung-ger-rung)
- Wathaurung (Wath-er-rung)
- Woiwurrung (Woy-wur-rung), commonly known as Wurundjeri

These language groups were connected through shared moieties (where everything is split in half but must come together to form a whole), Bunjil (wedge-tailed eagle) and Waa (crow). Bunjil is the creator spirit and Waa the protector of the waterways.

The Wurundjeri Woiwurrung People take their name from the Woiwurrung language word 'wurun' meaning the Manna Gum (*Eucalyptus Viminalis*) which is common along 'Birrarrung' (the Yarra River), and Djeri the grub, which is found in, or near the tree.

The Traditional Country of the Wurundjeri Woiwurrung People is defined by natural and environmental features, most significantly by water. The direction of the water flow provides a clear indication of the shape of Country and reflects the cultural understanding of the Wurundjeri Woiwurrung People as the "people of the Birrarung" (Yarra River). The Birrarung and the waters flowing into it are the Traditional Country of the Wurundjeri Woiwurrung People.

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

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

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

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

Originally, Croydon was part of the Shire of Lillydale's South-West Riding. Unlike some neighbouring towns, it was not planned by the Department of Crown Lands and Survey but eventuated from the private subdivision of crown land in the Parishes of Warrandyte, Mooroolbark, and Ringwood. Due to its population density, the severance of Croydon from the Lillydale Shire was requested in 1957. The Shire of Croydon was subsequently declared in 1961.

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

Maroondah City Council was formed on 15 December 1994 by the amalgamation of the former Cities of Croydon and Ringwood, as well as parts of the former Shire of Lilydale and the former City of Doncaster and Templestowe.

Our Community Vision

Since June 2014 the *Maroondah 2040 – Our future together* Community Vision has provided the long-term strategic direction for Council and the broader community to work in partnership towards realising the aspirations of the Maroondah community to the year 2040. The Annual Report 2024/25 is the final report on progress made towards the Maroondah 2040 Community Vision. The *Maroondah 2050 – Our future together* Community Vision was adopted by Council on 26 May 2025 and takes effect from 1 July 2025.

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



Our future outcomes

Under the Maroondah 2040 Community Vision we are working towards eight future outcomes:

A safe, healthy and active community

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

A prosperous and learning community

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

A vibrant and culturally rich community

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

A clean, green and sustainable community

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

An accessible and connected community

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

An attractive, thriving and well built community

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

An inclusive and diverse community.

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

A well governed and empowered community

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

Maroondah 2050 Community Vision

Over a two-year period, Council worked in partnership with the Maroondah community to develop a new vision for Maroondah. The *Maroondah 2050 – Our future together* Community Vision describes our community's aspirations for the future of Maroondah to the year 2050. This Vision was adopted by Council on 26 May 2025 and will take effect from 1 July 2025, replacing the Maroondah 2040 Community Vision.

Our organisational vision

Council's organisational vision aligns with the Maroondah Community Vision:

We will foster a prosperous, healthy, and sustainable community.



Our mission

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

Our enablers

- We are **people** who are adaptable, capable, positive and engaged.
- In delivering **services**, we are people focused, proactive, integrated and responsive.
- In our **approach** to our roles, we are collaborative, strategic, sustainable and best practice.

Our values

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

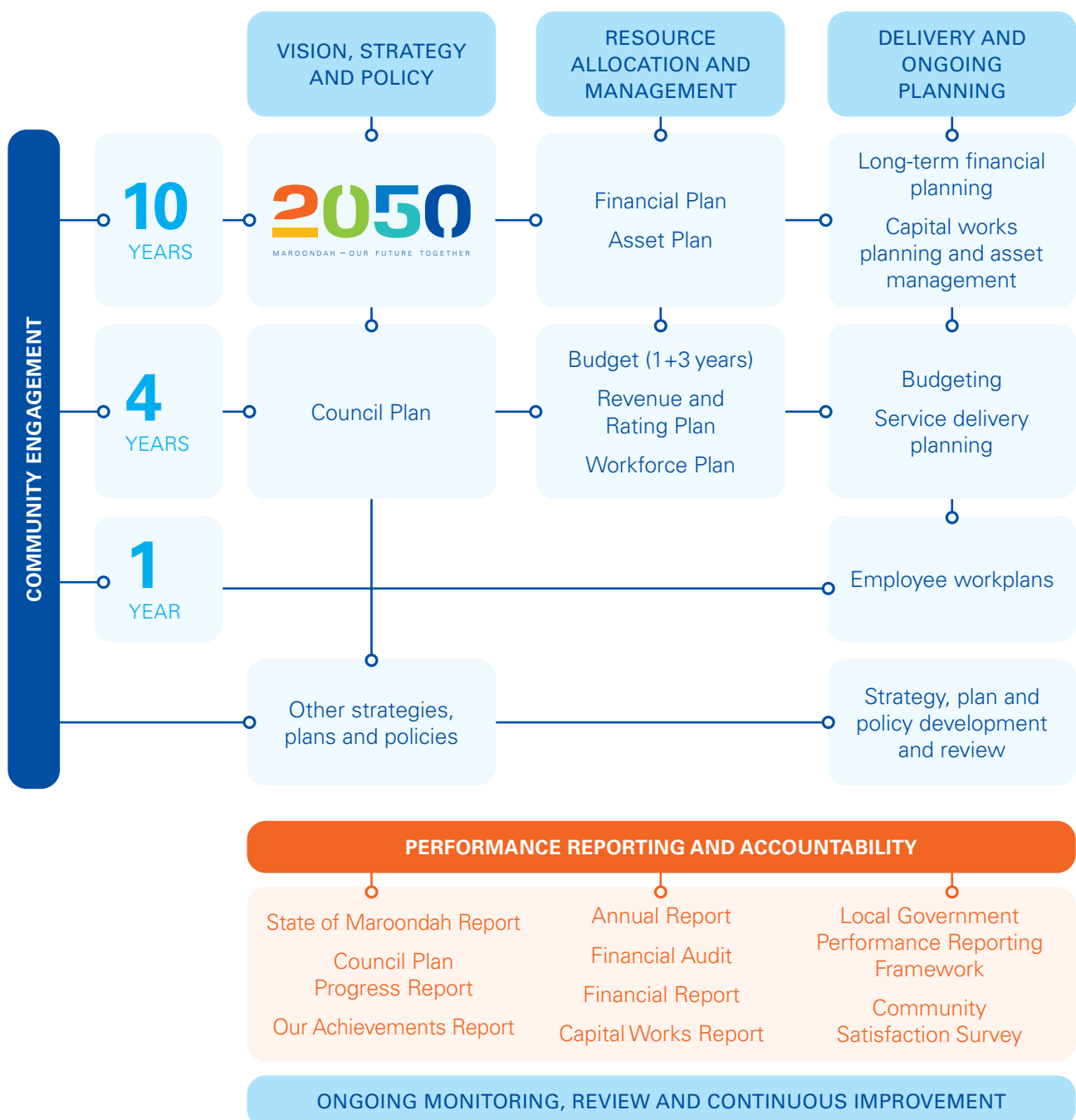
How Council plans for the future

Council uses an Integrated Planning and Reporting Framework to strategically connect the long-term aspirations, priorities and needs of the Maroondah community to the long, medium, and short-term strategies, plans, policies and resources of Council.

The Framework ensures alignment between Council's planning, service delivery and performance monitoring and reporting activities.

The Framework also enables our organisation, our community and our partners to adapt and prioritise initiatives, activities and actions to respond to community needs, as well as legislative changes as they emerge and change over time.

Integrated Planning and Reporting Framework



Vision, strategy and policy

Community Vision



The Community Vision is developed in partnership with the Maroondah community and describes the long-term aspirations for the future of Maroondah.

The Community Vision is formally adopted by Council in accordance with requirements of the *Local Government Act 2020* and reviewed each Council term.

The *Maroondah 2040 – Our future together* Community Vision identifies eight future outcome areas which establish the broad community aspirations and priorities for Council and the community to work towards together. The Maroondah 2040 Community Vision was adopted by Council in June 2014, and was refreshed in June 2021.

The new *Maroondah 2050 – Our future together* Community Vision was adopted by Council on 26 May 2025, and takes effect from 1 July 2025.

Council Plan



The Council Plan is Council's medium-term strategy that describes the objectives, strategies, initiatives, services, and performance indicators of Council, in working towards realising the Community Vision.

The *Council Plan 2021-2025* is structured around the eight outcome areas

of the Maroondah 2040 Community Vision and describes how Council will work towards the community's vision.

The Maroondah community participates in the development of the Council Plan to ensure it reflects the community's needs and priorities for Maroondah.

The Council Plan is formally adopted by Council in accordance with requirements of the *Local Government Act 2020* and reviewed annually.

Other strategies, plans and policies

Council has a broad range of strategies, policies and plans – both legislated and Council initiated – that have a significant influence on Council planning and service delivery and contribute to working towards the Community Vision.

Some of these major plans include:

- *Maroondah Planning Scheme* (including the Municipal Planning Strategy) – contains policies and controls that affect how land can be used and developed. The Municipal Planning Strategy also includes strategic directions about how Maroondah is expected to change through the implementation of the planning scheme.
- *Municipal Public Health and Wellbeing Plan* – provides directions and guidelines for working towards the improved health and wellbeing of the Maroondah community. In Maroondah, this Plan is incorporated within the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*.

Community engagement is undertaken by Council to inform the development of many strategies, plans and policies. Current engagement activities are available on Council's website.

All community-focused strategies, plans and policies that have been formally adopted by Council can be accessed via Council's website at www.maroondah.vic.gov.au

Resource allocation and management

Financial Plan

The Financial Plan defines the strategic planning and decision making process for Council's future financial resource allocation. It describes the financial resources required to give effect to the Council Plan and other strategies and plans of Council and expresses them over a rolling 10-year period.

The Financial Plan is formally adopted by Council in accordance with requirements of the *Local Government Act 2020* and reviewed annually.

Asset Plan

The Asset Plan defines the strategic planning and decision making process for Council's future asset resource allocation. The Asset Plan provides information about the maintenance, renewal, acquisition, expansion, upgrade, disposal and the decommissioning of assets under the control of Council over a 10-year period.

The Asset Plan is formally adopted by Council in accordance with requirements of the *Local Government Act 2020* and reviewed each Council term.

Budget



The Budget outlines the financial and non-financial resources required by Council to implement the key directions and priority actions identified in the Council Plan.

The Budget is formally adopted by Council in accordance with requirements of the *Local Government Act*

2020 and reviewed annually.

Revenue and Rating Plan

The Revenue and Rating Plan establishes the revenue raising framework within which Council proposes to work. The Plan determines the most appropriate and affordable revenue and rating approach for Council, which in conjunction with other income sources, will adequately finance the objectives of the Council Plan.

The Revenue and Rating Plan is formally adopted by Council in accordance with requirements of the *Local Government Act 2020* and reviewed each Council term.

Workforce Plan

The Workforce Plan identifies the organisational demand for human resources, and the requisite skills that are required for a period of at least four years. The Workforce Plan sets out measures relating to gender equality, diversity and inclusiveness in accordance with the *Local Government Act 2020*.

Delivery and ongoing planning

To work towards realising the Community Vision, detailed service delivery plans are developed for each Council service area. These plans outline the services, priorities, actions and resources of each service area over a four-year period. Service delivery plans are reviewed annually to ensure they continue to meet community priorities, needs and expectations.

Longer-term financial, asset and capital works planning is also undertaken by Council to ensure sufficient and appropriate financial and non-financial resources are in place to meet the current and future needs of the Maroondah community.

In addition, Council undertakes periodic development and/or review of other relevant strategies, plans and policies to guide the work of Council.

Performance monitoring, reporting and accountability

Council undertakes a range of monthly, quarterly and annual reporting processes to monitor progress and performance, manage resources, and identify opportunities for continuous improvement. Reports are available on Council's website and include the biennial State of Maroondah Report, the Annual Report, and Our Achievements Report.

Community engagement



Community engagement plays an important role in Council's Integrated Planning and Reporting Framework.

Community engagement involves the Maroondah community in Council's decision making processes, enables Council to make informed decisions, and fosters

greater understanding between Council and the community.

Council's approach to community and stakeholder engagement is guided by the community engagement principles set out under Section 56 of the *Local Government Act 2020*.

Council is committed to engaging with the Maroondah community in a meaningful, accountable, responsive and equitable way. Our community and key stakeholders play a vital role in shaping the City of Maroondah. We consider community engagement to be an essential component of good governance and leadership.

Maroondah's *Community Engagement Policy 2021* is a formal expression of Council's commitment to engaging with the Maroondah community and understanding the different views, experiences and expertise our community has to offer.

Communications Strategy and Customer Experience Strategy community consultation at Croydon Library.



Our Council

Section 64A (1) of the *Victorian Constitution Act 1975* describes local government as a distinct and essential tier of government consisting of democratically elected Councils having the functions and powers that the Parliament considers are necessary to ensure the peace, order, and good government of each municipal district.

The *Local Government Act 2020* describes the role of a Council as to: “provide good governance in its municipal district for the benefit and wellbeing of the municipal community”.

When performing its role a Council must give consideration to key principles regarding governance, community engagement, public transparency, strategic planning, financial management and service performance principles.

Our role

There are five key activities that Maroondah City Council undertakes to fulfill its role under the *Local Government Act 2020*.



Plan

Council works with the community to ensure the needs of the Maroondah community are anticipated and met, now and into the future.



Partner

Council works collaboratively with residents, community groups and organisations, stakeholders, other Councils and other levels of government to achieve desired outcomes and build community capacity.



Deliver

Council directly delivers services, programs, infrastructure and facilities across Maroondah to meet community needs.



Advocate

Council represents the needs and interests of the Maroondah community to industry, peak bodies and associations, and other levels of government.



Facilitate

Council encourages and enables the development and implementation of initiatives and opportunities that support the Maroondah community.

Our core services

Maroondah City Council delivers over 120 different services. These services include: aged and disability support services; business support; community planning and development; children and youth services; community health; drainage; immunisation services; infrastructure maintenance and renewal; leisure and sporting facilities; local laws; maternal and child health; parks and reserves; planning and building; roads and footpaths; and waste and recycling.

Rates at work

The diagram below outlines the services received by the Maroondah community for each \$100 spent by Council.



Our Councillors and wards

The municipality is divided into nine wards: Barneong, Bungalook, Jubilee, McAlpin, Tarralla, Wicklow, Wombolano, Wonga and Yarrunga. Each ward is represented by one Councillor.

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

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

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

Council election

In Victoria, Councillors are elected in local government elections conducted by the Victorian Electoral Commission for a four-year term. The last general election for Maroondah City Council was held on 26 October 2024. The next general election for Council will be held on 28 October 2028.

Mayoral election

The position of Mayor is elected by the Councillors, typically for a one-year term. The role of Mayor is significant as a community leader and Council spokesperson. The Mayor performs an important leadership, social and ceremonial function and chairs all Council meetings

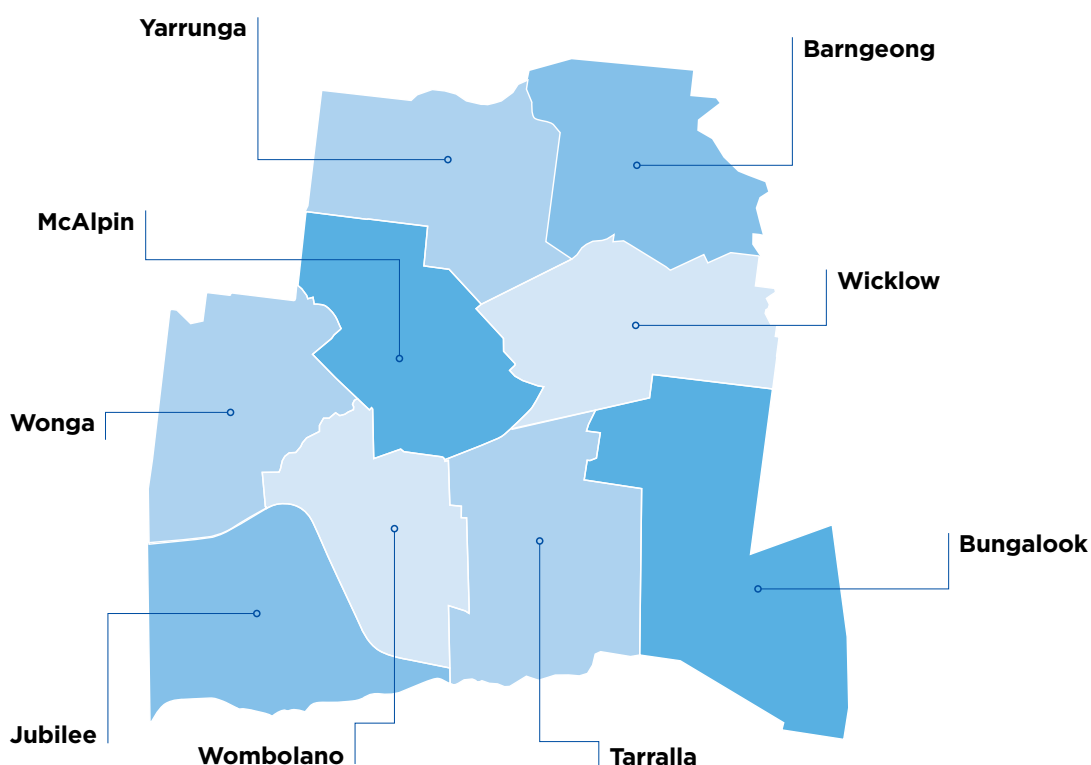
Mayor and Deputy Mayor

Cr Kylie Spears was unanimously elected to the position of Mayor on 20 November 2024. Cr Spears is Maroondah's 29th Mayor.

Cr Linda Hancock was elected to the position of Deputy Mayor on 20 November 2024. The Deputy Mayor position provides support to the Mayor during the mayoral term.

During the 2024/25 financial year, Cr Spears also served as Mayor and Cr Paul Macdonald held the position of Deputy Mayor, from 1 July to 20 November 2024.

Wards and Councillor Representation



Barnegeong Ward



Cr Chris Jones

July 2024 – June 2025

Mobile: 0418 109 015

chris.jones@
maroondah.vic.gov.au

Bungalook Ward



Cr Catherine Gordon

November 2024 – June 2025

Mobile: 0447 538 636

catherine.gordon@
maroondah.vic.gov.au

Cr Tony Dib OAM JP

July 2024 – October 2024

Jubilee Ward



Cr Claire Rex

November 2024 – June 2025

Mobile: 0476 010 752

claire.rex@
maroondah.vic.gov.au

Cr Mike Symon

July 2024 – October 2024

McAlpin Ward



Cr Nathaniel Henderson

November 2024 – June 2025

Mobile: 0437 969 722

nathaniel.henderson@
maroondah.vic.gov.au

Cr Suzy Stojanovic

July 2024 – October 2024

Tarralla Ward



Cr Paul Macdonald

(Deputy Mayor July
to October 2024)

July 2024 – June 2025

Mobile: 0436 001 760

paul.macdonald@
maroondah.vic.gov.au

Wicklow Ward



Cr Daniella Heatherich

November 2024 – June 2025

Mobile: 0438 482 813

daniella.heatherich@
maroondah.vic.gov.au

Cr Tasa Damante

July 2024 – October 2024

Wombolano Ward



Cr Kylie Spears

(Mayor July – October 2024
and November 2024 – June 2025)

July 2024 – June 2025

Mobile: 0436 003 660

kylie.spears@
maroondah.vic.gov.au

Wonga Ward



Cr Linda Hancock

(Deputy Mayor November 2024
– July 2025)

July 2024 – June 2025

Mobile: 0473 194 871

linda.hancock@
maroondah.vic.gov.au

Yarrunga Ward



Cr Rob Steane OAM

July 2024 – June 2025

Mobile: 0407 519 986

rob.steane@
maroondah.vic.gov.au

Corporate Management Team

Within the framework of strong strategic leadership, the position of the Chief Executive Officer (CEO) is established by the *Local Government Act 2020*, to oversee the day-to-day management of Council operations.

At Maroondah City Council, the Chief Executive Officer, together with four Directors (Assets & Leisure, Chief Financial Office, People & Places, Strategy & Development), form the Corporate Management Team (CMT) and lead the organisation. CMT meet on a weekly basis to oversee and manage the operations of Council. Members of CMT attend all Council meetings to provide the relevant information and advice, enabling Council to make informed decisions.

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



Chief Executive Officer – Steve Kozlowski

Steve has 35 years of senior local government management experience at Chief Executive Officer and Director levels, including 10 years with Maroondah City Council from 1994 to 2003. From 2004, he was Chief Executive Officer at East Gippsland Shire until he re-joined Maroondah City Council on 8 September 2014 as Chief Executive Officer.

Steve has held executive positions on a number of national, state, and regional committees across a range of interests including economic development, environmental planning, tourism, coastal settlement development and community development. Steve is chair of the Melbourne Regional Development Australia (RDA) Committee, having been jointly appointed to the position by the Victorian and Australian Governments, and is a member of the Eastern Region Group of Councils (ERG).

Steve is a Fellow of several professional associations including the Australian Institute of Company Directors (AICD) and Local Government Professionals Victoria (LGPro), and the Institute of Managers and Leaders. He holds a Master of Business Administration, and a Bachelor of Business (Local Government).



Director Assets and Leisure – Adam Todorov

Adam is responsible for Leisure and Major Facilities, Operations, and Projects and Asset Management portfolios.

Adam joined Maroondah City Council in 2001 and has over 24 years of experience in the sector spanning engineering, project management, asset planning and management (for the built and natural environments), facility management, leisure service provision, and leisure business management. He has held a number of leadership and management roles within the organisation, including over 8 years as a Director. During this time Adam has overseen the management of Council's \$2.9 billion worth of community assets, and the delivery of Council's largest ever annual capital works program, providing significant benefits to the Maroondah community.

Adam's tertiary qualifications include a Master of Business Administration with a minor in Sustainable Enterprise, Bachelor of Engineering (Civil) with Upper Second-Class Honours, and a Graduate Certificate in Business Administration. He is an Associate Fellow of the Institute of Managers and Leaders (iML), and a Member of Engineers Australia and Local Government Professionals Australia (LGPro).

**Director/Chief Financial Officer – Tony Rocca**

Tony is responsible for Cyber and Technology, Finance and Commercial, and Governance and Performance portfolios.

Tony joined Maroondah City Council in 2016, as the Manager Finance and Governance and has over 12 years' experience in Local Government, including with Frankston City Council. He brings experience in internal audit, financial audit and continuous improvement across the private sector at PricewaterhouseCoopers (PwC) and RSM and in the Victorian Government at the Essential Services Commission.

Tony is driven by a commitment to best practice principles and a passion for achieving superior community outcomes. He consistently strives to deliver high-quality internal services to help bolster the wider organisation.

Tony is a qualified Chartered Accountant and has tertiary qualifications that include a Bachelor of Business and Commerce majoring in Accounting and Economics, a Post Graduate Diploma in Property and Valuation and is currently studying a Master of Public Policy.

Tony is also the President of the Local Government Finance Professionals Association (FinPro).

**Director People and Places – Marianne Di Giallonardo**

Marianne is responsible for Business and Precincts, Communications and Citizen Experience, Community Services and People and Culture portfolios.

Marianne has over 44 years' experience in a range of local and Victorian Government arenas, including senior leadership and management across the portfolios of Corporate, Community and Leisure, and Infrastructure Services management.

Marianne's tertiary qualifications include Certified Manager with the Institute of Managers and Leaders, a Master of Business Administration, Graduate Diploma of Business, Bachelor of Arts (Youth Affairs) and Diploma of Youth Work. She has been a member of various sector boards including the Local Government Professionals (LGPro) both Victoria and Australia, and Procurement Australia (Chair). Currently she is a member of the Your Library Limited Audit and Risk Advisory Committee. Marianne holds professional memberships with the Australian Human Resources Institute (AHRI), Australian Institute of Company Directors (AICD), Institute of Managers and Leaders (iML), Committee for Economic Development of Australia (CEDA), Institute of Public Administration Australia (IPAA), Local Government Professionals (LGPro) and Victorian Chamber of Commerce and Industry (VECCI).

**Director Strategy and Development – Andrew Fuaux**

Andrew is responsible for City Futures (including Strategic Planning, Sustainability and Community Wellbeing); Community Safety (including Health, Local Laws and Emergency Management); Engineering and Building; and Council's Statutory Planning and Development portfolios.

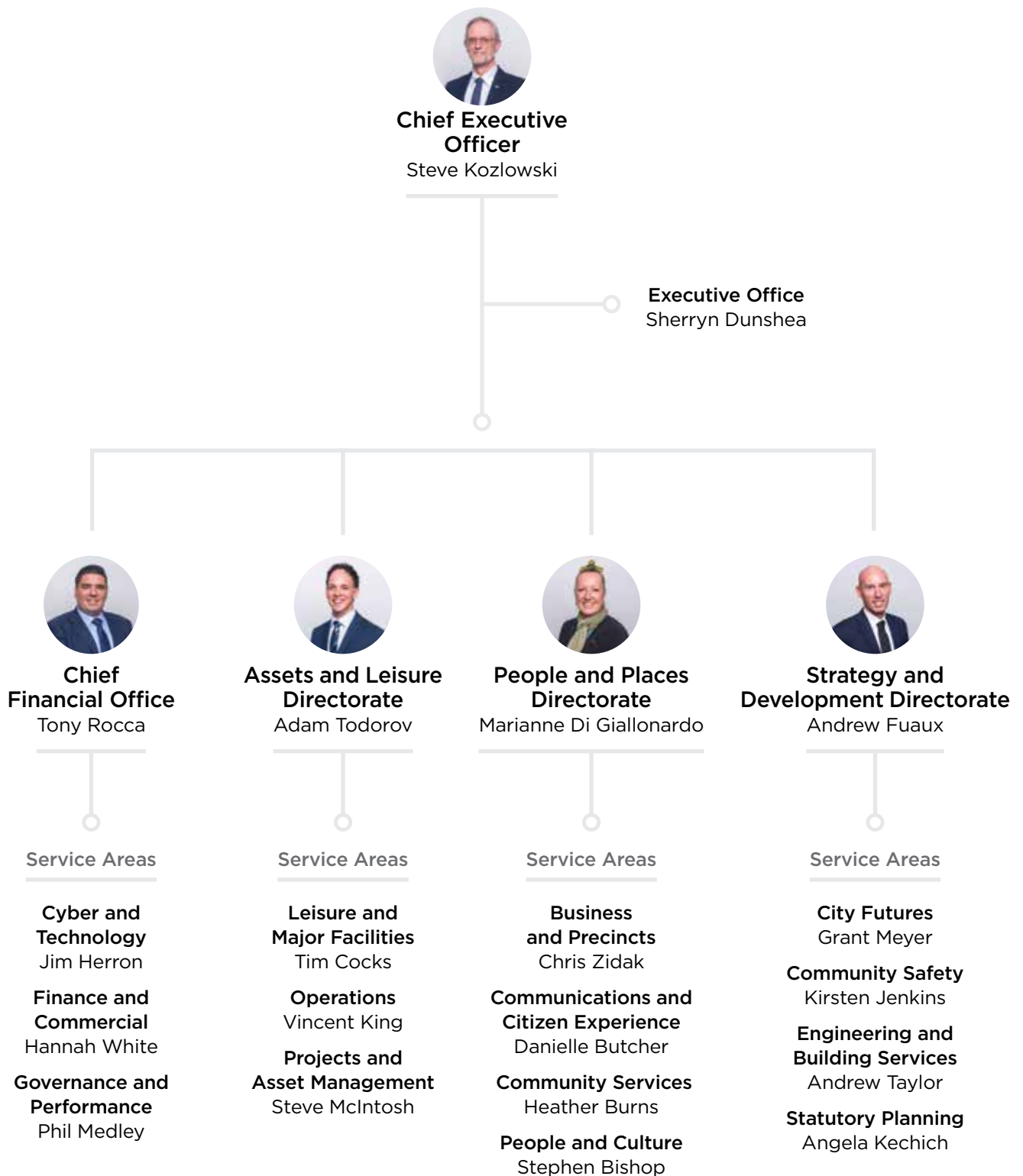
Andrew has 26 years local government experience. He commenced with Maroondah City Council in 2010 as Manager Statutory Planning and was appointed Director City Development in 2018, applying his wealth of experience from his leadership and management roles at Whitehorse and Yarra Ranges Councils across a diverse range of service areas, including: planning, engineering, emergency management, health services, local laws, and environmental management.

Andrew's tertiary qualifications include a Graduate Diploma in Urban Policy and Planning and a Degree in Social Science (Environmental Assessment and Policy). He is a Fellow of the Institute of Managers and Leaders (iML), and member of the Victorian Planning and Environmental Law Association (VPELA), and the Australian Institute of Company Directors (AICD).

Organisation structure

The following chart details the organisational structure of Maroondah City Council as of 30 June 2025.

There are 15 service area managers and 1263 employees (an equivalent of 503.67 full-time employees (EFT)) that work to deliver high quality outcomes that respond to the priorities of the local community.



Corporate performance

The Chief Executive Officer, Directors and Service Area Managers are all employed under maximum term employment contracts. Their performance is evaluated and reviewed annually, against key performance indicators.

Councillors review the performance of the Chief Executive Officer, whilst the Chief Executive Officer reviews the performance of the Directors and Service Area Managers. Employees across Council are involved in an annual appraisal process which evaluates the previous 12 months and plans for the forthcoming 12-month period.



Realm, Town Square, Ringwood.

Organisational profile

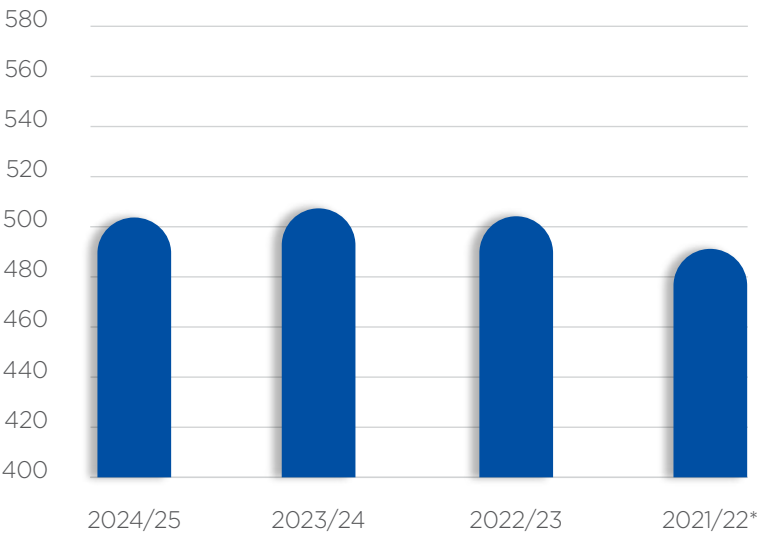
There was a total of 1263 employees at Maroondah City Council as at 30 June 2025.

This comprises 350 full-time employees, 297 part-time employees, and 616 casual employees: resulting in an equivalent of 503.67 full-time employees (EFT) (excluding casuals). The following table provides an overview of Council's workforce:

Total equivalent full-time employees (as of 30 June 2025)

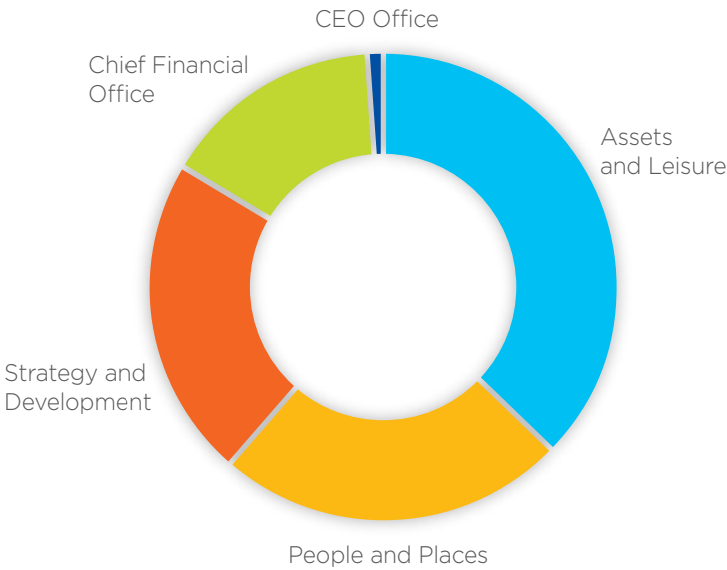
Year	EFT
2024/25	503.67
2023/24	507.34
2022/23	504.50
2021/22	491.18*

*EFT impacted by COVID-19 pandemic



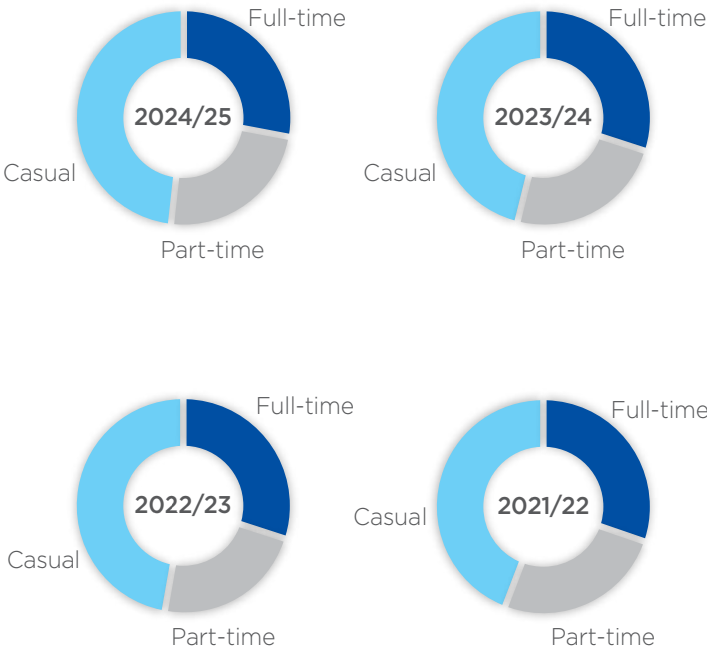
Equivalent full-time employees by Directorate (as at 30 June 2025)

	EFT
CEO Office	5.18
Chief Financial Office	76.86
People and Places	121.59
Assets and Leisure	188.19
Strategy and Development	111.85
Total	503.67



Categories of employees (% of total employees as of 30 June 2025)

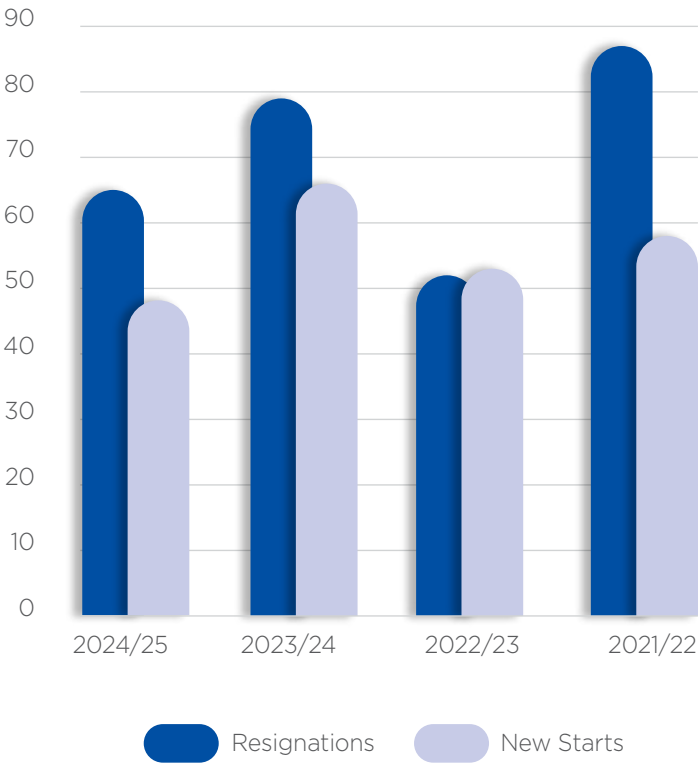
Year	Full-time	Part-time	Casual
2024/25	28%	24%	48%
2023/24	30%	24%	46%
2022/23	30%	23%	47%
2021/22	30%	26%	44%



Resignations and new employees

Year	Resignations	New Starts
2024/25	65	48
2023/24	79	66
2022/23	52	53
2021/22	87	58

Data is for full-time and part-time employees only



Employee recognition

Employee milestones for significant service are acknowledged and recognised in June each year. These service milestones demonstrate a strong organisational culture of excellence in people leadership across the organisation.

In 2024/25:

- 23 Council employees achieved 10 years of service
- 12 Council employees achieved 20 years of service
- Six Council employees achieved 30 years of service

Employees achieving exceptional performance are recognised through the Recognising Extra Value (REV) Program. In 2024/25, REV Awards and letters of recognition were presented to 15 employees.

Recognition is also given to employees for successfully completing a course of study. In 2024/25, six employees successfully completed their studies.



Staff milestone event at Karralyka, Ringwood East.

People and Culture

People and Culture is committed to supporting the organisation as it provides and delivers quality services to the community.

People and Culture actively contributes towards improving organisational effectiveness and efficiency, workforce management and planning, ensuring the right people are in the right roles at the right time to serve the community.

Further to this, People and Culture seeks to optimise organisational outcomes via a positive workplace culture that is aligned with Council's workplace values, and which provides employees with a safe and positive working experience. People-related systems, processes and practices are designed and maintained to achieve and maintain legal compliance in a constantly changing and evolving environment.

When directly engaging with our community, People and Culture actively work to facilitate opportunities for employment, student placements and organisational volunteering.

People and Culture's strategic and operational service delivery activities are aligned with, and seek to advance, the following seven key focus areas.

- Improving organisational effectiveness and efficiency
- Environmental alignment (community engagement)
- Workforce management and planning
- The employee experience and workplace culture
- Achieving and maintaining legal compliance
- Human resources operational excellence.
- Valuing diversity.

Consistent with its workplace values, Maroondah City Council promotes a culture of awareness and the celebration of diversity. Council values and promotes equality in the workplace and is committed to supporting those who have been discriminated against, harassed, or bullied.

Council prides itself on ensuring our employees undertake professional training and capacity building in all aspects of equal opportunity as well as valuing diversity.

Workplace giving

Employees at Maroondah City Council continue to donate to various charities on a monthly basis, through direct payroll deductions in addition to targeted fundraising activities. The charities selected as beneficiaries of these activities reflect

employee interest or a particular involvement with a charity. All charities are registered charities in Australia. A total of \$45,675 was donated by employees to workplace giving in 2024/25.

Health, safety and wellbeing

Council has invested in a two-tiered approach to upskill and protect public facing employees who experience poor customer behaviour. This approach is based on a work area assessment which considered the customer facing mode (e.g. phone, customer service counter, community-based sites etc) and the respective level of potential 'poor customer behaviour', to determine the appropriate tier of training required to support the capability, safety and wellbeing of Council's employees. The strategies, workflows, tools and self-care presented in each tier will be integrated into Council's Customer Experience Strategy and Complaint Handling Guideline with a behavioural management plan outlining strategies to reduce the risk of occupational violence and aggression.

The two-tiered approach includes: employees who are customer facing via phone and/or customer service counter (e.g. Administration Officers, Customer Service Officers) being upskilled via the Mad, Bad, Sad, Tears, Abuse and Threats (MBSTAT) Train the Trainer model; and employees who are customer facing within the community (e.g. Engineering Infrastructure Compliance Officers, Local Laws Officers, Environmental Health Officers) undertaking 'De-escalation and Occupational Violence and Aggression' (OVA) inhouse training facilitated by Resolution Education Australia.

Forty-one (41) employees have participated in the OVA training, and 162 employees have participated in the MBSTAT training in 2024/25.

In addition, in early 2025, and in response to increased OVA experienced by Council employees who work in the community, a promotional marketing campaign was launched encouraging people to be kind when interacting with Council employees and at Council facilities. The campaign featured employees from across different areas of Council with consistent messaging that aggression, violence or harassment is never OK. It was featured on Council's TV screens at Realm and Croydon Customer Service centres, in Council's print and email newsletter and posters displayed at various Council facilities. Employees in the field are now also equipped with business cards that provide residents with ways they can contact Council to discuss matters or ask questions that teams in the field are unable to provide information on.



The Ninja Program at Aquahub



A safe, healthy and active community

Community Vision

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

Our commitments

Working towards a safe, healthy and active community, seven priority actions were identified for delivery in the *Council Plan 2021-2025 (2024/25 Update)*.

Review, update and implement Council's Physical Activity Strategy; and develop and implement a Stadium Sports Strategy



Status: In progress

Responsibility: Assets and Leisure

The *Physical Activity Strategy 2024-2029* was developed in consultation with the Maroondah community over the 2023/24 period and was adopted by Council in July 2024.

The Strategy highlights current challenges which impact the physical activity levels of the general community, as well as specific population groups, and outlines a range of tailored approaches and opportunities for Council to implement to reduce these barriers.

To address the challenges, and to make moving an easier option for people, the Strategy focuses on four key outcome areas: increasing active travel; spaces and places which encourage physical activity; supporting diversity in sport; and connecting with our least active residents.

The *Stadium Sports Strategy 2023* was endorsed by Council on the 18 September 2023. The current focus involves exploring existing stadium facilities in Maroondah and the surrounding municipalities, to identify actions for Council that will be required over the next 10 years, to respond to community priorities/demand. Indoor stadium sports included in the Strategy include: badminton, basketball, netball, pickleball, table tennis and volleyball.

Finalise and implement the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 (including the Health and Wellbeing Action Plan and Positive Ageing Framework and Action Plan 2021-2025) in accordance with the Victorian Public Health and Wellbeing Act 2008



Status: In progress

Responsibility: Strategy and Development

The *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031* is Council's key social environment strategic plan that describes how Council and partners will work towards achieving enhanced community wellbeing, liveability and resilience.

The *Health and Wellbeing Action Plan 2023-2025* and *Positive Ageing Framework and Action Plan 2021-2025* outline the priority actions and other related initiatives that Council will undertake to enhance the health and wellbeing of the Maroondah community, and progress making Maroondah a vibrant and renowned age-friendly city. These actions are linked closely to the areas of focus identified within the *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031*.

During 2024/25 Council has undertaken a range of actions and initiatives from the *Health and Wellbeing Action Plan 2023-2025* and *Positive Ageing Framework and Action Plan 2021-2025* including: collaborating with more than 12 community organisations to deliver our first *Growing Wellbeing Activity Day* in October 2024; undertaking a comprehensive community engagement process with First Peoples' organisations and community members to inform the development of a Reconciliation Plan; developing a partnership agreement with Maroondah's Neighbourhood Houses that will promote further collaboration amongst the Houses and develop new opportunities with Eastern Volunteers to strengthen their collective impact on positive community outcomes; and delivering ongoing events to support positive ageing including the *Seniors Festival and Movement Expo*.

To ensure the strategy remains current and relevant, an update of the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031* was also prepared during 2024/25. The updated strategy will be adopted later in 2025 following community consultation on the draft.

Work in partnership with a broad range of service providers and community organisations/groups to develop and deliver services and cultural experiences in the Croydon Community Wellbeing Precinct that meet the needs of people of all ages, abilities and backgrounds



Artist impression

Status: In progress

Responsibility: Strategy and Development

The Croydon Community Wellbeing Precinct seeks to bring together a range of community services, programs, and activities for people of all ages, in accessible and integrated community hubs, and within a parkland setting. It will be a place of connection, belonging, safety and learning.

In 2024/25, Community Hub stakeholders continued to settle 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. Plans are progressing for the relocation of Council's Youth Services team into the Hub.

Council has recently been successful in its application for \$1 million from the Victorian Government's Living Libraries Infrastructure Program, which will be used to assist with the construction of a new library as part of the Cultural Hub. The new state-of-the-art library will form the heart of a Cultural Hub that will foster community wellbeing, connection and learning. This landmark facility will also include a black box theatre, multipurpose rooms and Council Customer Service.

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



Status: In progress

Responsibility: Strategy and Development

Council continues to work in partnership with the Victorian Government to support the construction of a new public hospital in Maroondah, and to advocate that both the location and the construction of the facility needs to maximise benefits for the Maroondah community.

Design the redevelopment of The Rings and Ringwood Golf (subject to funding)



Status: In progress

Responsibility: Assets and Leisure

Basketball in Maroondah has seen strong growth over the past few years with Council's *Stadium Sports Strategy 2023* identifying a critical need for additional compliant courts to meet the future needs of basketball in Maroondah and the region. The major redevelopment of The Rings 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.

Design and construct the Quambee Reserve tennis redevelopment



Status: In Progress

Responsibility: Assets and Leisure

Concept designs have been developed, key stakeholders have been identified and engaged, and relevant discussions have taken place. An in-principal 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.

Develop a Fair Access Policy to inform the gender equitable distribution of sporting infrastructure



Status: Complete

Responsibility: Assets and Leisure

The *Melbourne East Region Fair Access Policy* was developed in collaboration with partner Councils involved in the Melbourne East Sport and Recreation Strategy and endorsed by Council on 17 May 2024. The Policy will guide a consistent regional approach to fair access and allocation of community sport and recreation infrastructure, and acknowledges the disadvantaged position that some individuals have had in the sport and recreation sector because of their gender.

Achieving gender equality will require diverse approaches for women and girls, men and boys, transgender, and gender-diverse people to achieve similar outcomes for people of all genders. It will require partnership with state sporting associations, local sports associations and leagues, and local sport and active recreation clubs.

This regional partnership has also continued to deliver capacity building training sessions for sporting clubs, along with development of supporting resources.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Offence rate per 100,000 population in Maroondah	Decrease	7509.9	6451.3	6521.2	6246.0
Percentage of Maroondah residents reporting their health as very good or excellent	Increase	39.4%	Result not available*	Result not available*	40.1%
Maroondah resident satisfaction with life as a whole	Increase	73.2%	Result not available*	Result not available*	76.3%

The full suite of community indicators of progress is available in the table on page 114

* Victorian Population Health Survey conducted every three years

Service delivery performance measures

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Attendance at Council aquatic and leisure facilities as a proportion of the residential population	Increase	10.80	11.02	9.43	4.43
Number of delivered meals	As per requirement	40,989	46,500	48,000	43,692
Participation in 4-week key age and stage Maternal and Child Health visit	90-110%	98.00%	97.68%	95.72%	101.33%
Site assessments/visitations to registered food/health premises	As per requirement	1811*	1839*	1726	1773
Community satisfaction with enforcement of local laws	Increase	64	65	62	66
Community satisfaction with emergency and disaster management	Increase	67	67	66	68

* Result is reported on a calendar year basis



A safe, healthy and active community

Our achievements

In working towards a safe, healthy and active community, Council has also undertaken a wide range of other activities. Highlights from the past year are detailed below.

Working towards a safe community

Child Safe Standards

Council is committed to being a child safe organisation where all children and young people are valued and protected from harm and abuse. The implementation of the Child Safe Standards emphasise Council's commitment to promoting the safety of children, preventing instances of child abuse, and establishing procedures within the organisation to foster a culture of child safety.

Over the past year, Council has provided child safety training to all staff and volunteers; undertaken targeted training with the Child Safety Contact Officers; monitored the status of employee and volunteer Working with Children Checks; reported and responded to complaints, concerns and incidents related to child safety; and updated Council's *Child Safety and Wellbeing Policy*. A recent review by Council's independent auditors found that Council had established a robust child safety culture throughout the organisation.

National Child Protection Week

National Child Protection Week was held in September 2024 and focused on championing two messages: "every child in every community needs a fair go" and "every conversation matters". The Week emphasised the importance of open communication and effective dialogue in safeguarding children and young people.

During the Week, Council displayed Child Safety animated videos in community facilities and held a parenting information session on Body Safety & Consent facilitated by Jayneen Sanders. Information from the National Office for Child Safety's 'One Talk at a Time' campaign was also promoted, encouraging adults to have ongoing conversations with children, young people and other adults as a strategy to prevent child abuse.

Support for women and families experiencing family violence

The 16 Days of Activism Against Gender Based Violence is an annual global campaign which runs from 25 November to 10 December each year. It promotes gender equality and encourages communities to take action to prevent all forms of gender-based violence. On 3 December 2024, in partnership with Monash and Knox City Councils, Council held a well-attended webinar 'Start the Conversation', which was moderated by ABC journalist Patricia Karvelas, and focussed on the impacts of family violence, the support available to those experiencing family violence, and the key drivers of family violence, as well as strategies for preventing family violence. The partnership also collaborated on the Are You Safe at Home Day?, held on 10 May annually, by hosting a webinar *Know your Rights - Navigating Family Violence Supports* which was chaired by well-known author Jane Gilmore. Speakers from Eastern Community Legal Centre, FVREE (Free From Family Violence) and InTouch, were well received contributors.

Free from Violence program

The Re-Capture Equity project continued over the past year. Council employees have been supported with three training sessions, best practice guidelines and a checklist tool, equipping them with the tools and knowledge needed to select and use images that create a positive and diverse representation of Maroondah residents in Council publications. The Free from Violence program also supported Council's Early Years team to deliver two Dads Chat programs to fathers and other male caregivers of newborns.

Council also successfully rolled training by Safe and Equal for 65 employees. The eLearning module included bystander training and appropriate responses when someone discloses family violence.

Partnerships to improve mental health outcomes and address family violence

Council's Maternal and Child Health service has developed strong partnerships in response to an increase in mental health and family violence issues, with a corresponding increase in referrals to specialist services to improve the mental health and wellbeing of children and their families. Key partners include: EACH, Eastern Community Legal Centre (ECLC), Eastern Health Perinatal Emotional Health Service, the Mercy Health O'Connell Family Centre, and Eastern Health Infant, Child and Youth Mental Health Service.

Maroondah Liquor Accord

The Maroondah Liquor Accord, established in 2015, is a voluntary, joint initiative between licensees, Victoria Police, Council and the Victorian Commission for Gambling and Liquor Regulation. The Accord aims to reduce alcohol-related issues, anti-social behaviour and violence. Any Maroondah licensee can become a member with the partnership meeting twice a year for networking, information provision and training opportunities.

Alliance for Gambling Reform

Council is a partner in the Alliance for Gambling Reform, along with 22 other Victorian Councils. The Alliance works as a national advocacy organisation seeking to prevent and minimise the harm from gambling and aiming to remove the shame that surrounds gambling addiction. The Alliance also advocates for problem gambling to be treated as a public health issue and pursue legislative changes needed to protect communities.

Council has supported advocacy efforts relating to cashless gaming; reducing operating hours of poker machines; gambling advertising reform; ending stigma related to gambling harm; ceasing donations to political parties; and hosting activities during Gambling Harm Awareness Week.

Municipal Emergency Management Planning 2023-2026

The Municipal Emergency Management Planning Committee oversees the Municipal Emergency Management Plan and meets quarterly. This Plan addresses the prevention and response to recovery from emergencies across the municipality. The Plan reflects shared responsibilities across government, emergency management agencies and communities. During the past year, the Community Emergency Risk Assessment was updated.

Fire hazard inspections

Council undertook 406 initial inspections of vacant land commencing in December 2024 to manage the risk of fire on residential land. Council worked with 63 property owners to address identified non-compliance and works were carried out to mitigate any risk to the community.

Disaster Ready Fund (Round 2)

Council was successful in receiving Australian Government funding to undertake a three-year project - *ReadyMaroondah, Empowering organisations for a resilient future*. The project will support community organisations to build their resilience relating to future climate events or disruptions. Project planning commenced in the past year, and activities will commence in late 2025.

Working towards a healthy community

Mental health initiatives

A series of presentations, workshops, programs and events were held for the Maroondah community during the year regarding specific areas of interest related to community wellbeing. These included: collaborating with more than 12 community organisations to deliver our first Growing Wellbeing Activity Day during mental health month; a successful Mental Health Promotion workshop by Prevention United; five *Mental Health First Aid* training courses for carers and service providers; the Active Kids, Healthy Minds event for young families introducing people to a range of activities and information to support healthy children and families; and the Mindful Walking program supporting people to understand the principles of mindfulness, while also appreciating some of Maroondah's wonderful parks and reserves.

Council also continued to provide support to Communities of Wellbeing, a local not-for-profit organisation who promotes the prevention of mental illness. Council's website provides a broad range information about health and wellbeing related activities to build the capacity of our community regarding what they need to care for themselves and others.

First Peoples Mental Health

Council is supporting a project to deliver a community of practice for First Nations mental health workers. The project involves Eastern Health, EACH, Neami National and Mind Australia, as well as four key First Nations health organisations. Council provides the community of practice with logistical support, relevant information and resources.

Championing student wellbeing

Council delivers an immersive Student Wellbeing Action Teams (SWAT) program each year for a select number of Year 10 students from schools in Maroondah. The program runs over a six-month period and creates champions for change, and to enhance their own wellbeing and the wellbeing of others. As part of the experience, students delivered practical wellbeing projects within their own school community.

Building wellbeing literacy and community leadership capacity

Council has continued to build the wellbeing literacy of students, school staff and parents, (through workshops) as part of the Maroondah Positive Education Network, with funding support from the Victorian Government.

Through Councils' relationship with Eastland and the Communities of Wellbeing initiative, the Network offered workshops and excursions to the Friendship Ninja Zone at Eastland, where children and young people learn about consistent language, and strategies that promote positive mental health, wellbeing and kindness.

Supporting families on their parenting journey

Council's parent education sessions remain very popular among parents, grandparents, and caregivers who are seeking support and guidance on their parenting journey. These sessions equip participants with the necessary tools and knowledge to nurture and empower their children and young people across a range of topics including: kindergarten readiness, body safety and consent, vaping, supporting anxious and neuro divergent children, reducing school stress, and road safety.



Growing and Wellbeing Activity Day at Town Square, Ringwood.

Lactation, bottle feeding and feeding support

The Victorian Government provides one day per week in funding to Council for Maternal and Child Health (MCH) lactation support. This program benefits 10 families a week where a MCH nurse (with lactation consultant qualifications) provides support to families and infants with breast or bottle-feeding challenges.

The MCH service also provide dedicated Feed and Chat sessions and the INfant (Feeding, Active play and NuTrition) program providing evidenced-based information about introducing solids and progressing with healthy eating, active play ideas and parenting supports available in the community. The INfant program complements the key age and stage MCH service, providing additional opportunities to engage with a MCH nurse without the need for an appointment.

Supporting new dads

The MCH service piloted a program that provided an opportunity for first time dads to connect with other dads in Maroondah. Dads were invited during their early MCH appointment to attend the groups. Feedback from participants indicated they gained increased confidence in being a dad and valued the MCH information sessions, particularly regarding sleep settling and developmental stages. Dads appreciated the opportunity to connect with other dads as “experiencing isolation” is common for first-time dads.

Dads Chat

The Dads Chat initiative creates opportunities for dads and male caregivers across Maroondah and Yarra Ranges to connect with local support programs and activities to acknowledge the importance of prioritising the wellbeing of dads and male caregivers. Councils worked together with Building Better Brains, to develop a plan which includes workshops and activities for dads and male caregivers of children aged 0-8 years, to share ideas and explore tools and techniques to feel more connected to their children and other dads. The workshops cover topics such as parenting styles, communication, the power of play, understanding the developing brain and supporting emotions.

Immunisation program

Over the past year, Council continued to offer the Meningococcal B vaccine due to high demand with 400 doses administered in 2024/25. Council also offered six additional flu only sessions to protect the community, as well as eight workplace flu sessions (including Maroondah City Council employees). Adolescent vaccinations were conducted in 13 schools vaccinating 1019 students for HPV (human papilloma virus), 1031 students for DTP (diphtheria-tetanus-pertussis) in Year 7, and 757 Meningococcal ACWY vaccines for Year 10 students.

Maroondah Seniors Register

The Maroondah Seniors Register is a volunteer-run program that offers support to older people who are socially isolated and who are living in Maroondah, to help them feel secure, empowered, and connected to their community. This initiative, managed by the Council, aims to provide peace of mind to residents, family members, and friends by ensuring that someone is looking out for participants' wellbeing.

In 2024/25, over 215 registered participants received regular calls from volunteers, fostering social connections, while also conducting incidental 'safe and well' checks. The register includes emergency contact information, such as the details of the next of kin, or a regular physician. This information can then be used to reach out to those key contacts in the case of concerns about welfare (with participant consent).

Provision of Meals on Wheels to local residents

In 2024/25, Council prepared and delivered meals to over 350 Meals on Wheels recipients, including those who are unable to cook for themselves and/or their partner, those who are nutritionally at risk, and/or who are socially isolated. More than 100 community members volunteer each week to deliver meals across Maroondah. These volunteers play a vital role in supporting the overall health, wellbeing and safety of those receiving meals, as well as providing important social connections.

The Karralyka kitchen prepared 72,835 Meals on Wheels across Knox and Maroondah during 2024/25. Meals are prepared alongside a rotating healthy choice menu that is developed in partnership with a dietician, and the kitchen continues to meet all Class One food health and safety audit requirements.

Maroondah Hoarding Network

The Maroondah Hoarding Network commenced in 2014 and includes agencies and community groups working with people who are hoarding and who may have environmental neglect support needs. The Network expanded across the outer eastern metropolitan region in 2022. The Network provides an opportunity to develop relationships, share skills and knowledge, work towards positive collaborative outcomes and advocate for additional support for this cohort of the community, which also includes raising community awareness. The Network continues to see a growing need for more financial and health system supports for people with hoarding behaviours.

Tobacco Policy to prevent the harms of smoking

The draft *Maroondah Tobacco and e-Cigarette Policy* has been prepared, which includes background information on the impacts of smoking and vaping, identification of key Council objectives, which include improving community health by reducing exposure to tobacco smoke and e-cigarette aerosols, and assisting people to both quit, and prevent the uptake of smoking/vaping. A series of proposed actions has been identified to respond to these objectives. Further engagement on the draft Policy will take place in 2025/26.

Educate operators of onsite wastewater systems

Council continued to refine its onsite wastewater education/compliance program, by scheduling future visits to properties with onsite wastewater systems, based on the risk rating outcome of the initial visit. Follow up visits to properties took place to ensure corrective action was undertaken.

Working towards an active community

40th anniversary of Dorset Golf

Dorset Golf celebrated its 40th birthday in March 2025. The course first opened as a 9-hole privately operated course on Council-owned land on 9 October 1983. While there were initial plans to expand the course to 27 holes, this changed to 18 holes to enable land for other sporting pursuits. The 18-hole course opened on 1 March 1985. Around 2 million people have played at Dorset Golf since it first opened, with a record 85,744 rounds of golf played last financial year. Players of all abilities enjoy the wide, open fairways and large, manicured greens, with views of the Dandenong Ranges as a backdrop.

Run Maroondah

A total of 673 people participated in the Run Maroondah 10km, 15km and 5km run/walk events at HE Parker Reserve in Heathmont in October 2024. In addition, children were able to participate in a 1.2km mini fun run as well as the inclusion of the 5km family walk/run.

Maroondah Night Run

The successful event in May 2025 saw 592 Maroondah Night Run participants run or walk the 5km course around Ringwood Golf Course, with glow products, head torches and bright costumes. The event was delivered in partnership with Heathmont Cricket Club and Ringwood Golf Club.

Active Kids, Healthy Minds events

In April 2025, the *Active Kids, Healthy Minds* event encouraged families to get active together, by participating in a series of outdoor games where participants rotated around 15 activity stations. The day was aimed at improving health and wellbeing by enhancing both body and brain health and building resilience. Go Girls soccer and circus workshop sessions were also successfully run during the year.

New Ninja program at Aquahub

A new Ninja program was launched to complement Council's successful gymnastics program, which reopened at Aquahub in May 2024. The program includes the completion of "missions" which assist children to build a strong mindset, practice meditation and develop discipline and resilience.

Pickleball grows in popularity

Pickleball was launched at Maroondah Nets in early 2020. From its inception, participant numbers have continued to grow. During 2024/25, beginner coaching lessons have introduced 506 people to the game, whilst over 8500 people have participated in social and round robin sessions, or engaged in their own private court hire. This represents a 21% increase in overall participation compared to the previous year. Notably, round robin sessions have experienced a significant surge in popularity with a 38% increase in participation compared to the previous year.

Aquahub retiling project

The Aquahub retiling project commenced in November 2024 and ran through to April 2025. Essential maintenance of the pools and sauna was undertaken, as well as ventilation improvements in the changing areas and general maintenance of surrounding assets. The timing of the closure and subsequent works coincided with the opening of the Croydon Memorial Pool season, allowing Council to continue to offer the Maroondah community several aquatic options for their health and fitness. While there was no access to the Aquahub pools, spa and sauna during this time, the Health Club, group fitness studios and gymnastics all operated as usual.

Croydon Memorial Pool improvement works

Improvements to the outdoor pool were completed during the off season and included the renewal of the pool filtration system, pool liner cleaning, the minor landscaping of surrounding areas, pathway renewal, painting and the general maintenance of change rooms. This work was part of Council's schedule of regular pool maintenance to ensure the facility was enjoyed to its fullest.

Redevelopment of North Ringwood Oval

Council completed lighting and oval upgrade works at the North Ringwood Reserve oval. These works included new drainage, irrigation, improvements to the ground contours, new synthetic centre wickets and the installation of four new light poles, including LED lights. The works will provide a safer experience for the North Ringwood Junior Football Club and the North Ringwood Cricket Club and will better cater for junior football, including the growing numbers of female participants.

Capital improvements at Ringwood and Dorset Golf

A range of improvements were made at both Dorset Golf and Ringwood Golf across 2024/25, focusing on improved winter playability. This work included additional concrete cart paths as well as drainage works, enabling golf carts to be utilised more consistently at these courses throughout the year.

Capital funding for community groups

During 2024/25, 11 sporting clubs and community groups were able to renew and improve their facilities after successfully applying for and receiving a Council capital works grant. A total of \$290,390 was distributed to fund capital works projects which will improve or promote greater community access to these clubs and/or groups. The projects included: upgrades to kitchens in halls, cricket nets and tennis courts; starting gates at BMX tracks; installation of solar panels; new canteen roller doors; window tints; and lockable display cabinets. A local community house also received a new childcare play space.



A safe, healthy and active community

Our key services

Council delivers a range of services aimed at promoting a safe, healthy and active community.

Community Health (Community Safety)

- Immunisation service
- Food safety education and compliance
- Public health education
- Public health and wellbeing regulation
- Tobacco education and compliance
- Onsite wastewater system management

Emergency Management (Community Safety)

- Municipal emergency planning
- Community resilience building
- Emergency event support and assistance
- Local relief and recovery activity coordination

Leisure and Aquatics (Leisure and Major Facilities)

Operation and management of three aquatic and leisure facilities:

- Aquanation
- Aquahub
- Croydon Memorial Pool

These facilities offer learn to swim programs, recreational swimming and water play, health club with gym, group fitness, Reformer Pilates, and gymnastics programs.

Local Laws (Community Safety)

- Animal management
- Parking management
- Prosecutions and infringements review
- Safety and amenity, and illegal dumping of rubbish
- Permits and compliance
- School crossing management

Maroondah Golf courses and sports fields (Leisure and Major Facilities)

Operation and management of two golf courses:

- Ringwood Golf
- Dorset Golf

Sports field and leisure facility grounds maintenance and enhancement

Maternal and Child Health (Community Services)

- Key age and stage visits from birth to preschool
- Enhanced home visiting program
- Lactation and feeding support
- Sleep and settling program
- Supported playgroups, including culturally and linguistically diverse (CALD) communities
- First time parent groups
- Specialist service partnerships
- Toddler information sessions partnership
- Multicultural storytime partnership

Sport, Recreation and Events (Leisure and Major Facilities)

- Community events
- Physical activity programs and events
- Sport and recreation planning
- Sporting and community facility occupancy management
- Club/sporting group support

Stadiums (Leisure and Major Facilities)

Operations and management of three stadiums:

- The Rings
- Maroondah Nets
- Maroondah Edge



Ringwood Golf.



Ringwood East Shopping Precinct



A prosperous and learning community

Our vision

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

Our commitments

Working towards a prosperous and learning community, four priority actions were identified for delivery in the *Council Plan 2021-2025 (2024/25 Update)*.

Advance planning to reinforce the sense of place in Local Neighbourhoods, to enable people to be able to live locally through the provision of services which meet people's daily needs



Status: In progress

Responsibility: Strategy and Development

The Liveable Neighbourhoods project focuses on working with communities to plan for places that are more liveable, vibrant and inclusive. Croydon South and Ringwood North have been chosen as the first focus areas due to their potential to improve the quality of life for local communities within a walkable area and to build on previous community projects.

During 2024/25, a range of community engagement activities, including online surveys and place planning workshops, have been undertaken with local Croydon South and Ringwood North communities with the aim of identifying opportunities to bring social, economic, and environmental benefits to the local neighbourhoods. The draft plans for Croydon South and Ringwood North will be placed on public exhibition in 2025/26 for further community comment and feedback.

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



Status: In progress

Responsibility: People and Places

The *Bayswater Business Precinct Transformation Strategy* sets out a vision and series of actions to achieve a sustainable and prosperous future for the Bayswater Business Precinct (BBP).

Implementation of the Strategy continued in 2024/25 with a contract awarded to develop a structure plan for the BBP. The plan is expected to be completed in mid-2026. In addition, a revised business case for the development of a proof of concept for a physical Bayswater Business Precinct connector hub is currently in progress. Engagement with businesses and other partners continues to be a key focus of this work.

Work in partnership to plan for and support the Victorian Government three- and four-year-old kindergarten reforms, including advocating for funding at all levels of Government for new and redeveloped facilities to enable these reforms in Maroondah



Status: In progress

Responsibility: People and Places

The Victorian Government Best Start Best Life reforms aim to provide access to free kinder for all three- and four-year-old children. Council continues to work with the Department of Education and the Victorian School Building Authority, as well as other providers, in regard to the rollout of the reforms across Maroondah, which include increasing the hours of funded kindergarten for three- and four-year-old children.

The Department of Education has recently provided updated population data for Maroondah to progress a revised Kindergarten Infrastructure and Services Plan which considers both the three- and four-year-old kindergarten reform impacts. Council is working to understand these evolving impacts and opportunities for the local community, and is monitoring the changing data, local variables and feasibility studies for Council's early years infrastructure, to support strong advocacy that achieves the best outcomes and meets local needs.

Identify and facilitate co-working opportunities and spaces in Maroondah



Status: In progress

Responsibility: People and Places

Council continues to investigate opportunities regarding the expansion of co-working facilities across Maroondah, as part of a potential regional cluster of co-working spaces. Partnership opportunities are being explored with the Melbourne East Regional Economic Development Group of Councils to determine reciprocal co-working arrangements across different sites, as well as the joint procurement of operating systems. Local opportunities in vacant Council sites/facilities are being assessed, in addition to private/public partnership opportunities in Maroondah activity centres.



Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Unemployment rate for Maroondah	Decrease	4.0%	3.0%	3.2%	3.7%
Economic output for Maroondah	Increase	\$21.92B	\$20.12B	\$17.96B	\$16.46B
Number of businesses in Maroondah	Increase	10,136	10,007	10,228	9571
Herfindahl Index for Maroondah	Decrease	2028	2001	1983	1813
Median weekly household income in Maroondah	Increase	Result not available*	Result not available*	Result not available*	\$1866
Percentage of preschool aged children in Maroondah attending a government funded kindergarten service	Increase	Result not available**	Result not available**	88.9%	93.5%
Percentage of Maroondah residents with Bachelor or higher degree	Increase	Result not available*	Result not available*	Result not available*	30.1%

The full suite of community indicators of progress is available in the table on page 115

* Next ABS Census data update expected in 2027

** On Track survey data no longer provided at the LGA level due to privacy and suppression rules

Service delivery performance measures

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Participant satisfaction with business support workshops	Increase	98.0%	90.0%	98.54%	98.1%
Increase business skills and networking achieved through BizMonth activities	Increase	92.0%	88.0%	88.54%	Result not available*
Active library borrowers in Maroondah	Increase	39.22%**	34.89%**	10.72%	12.0%
Value of non-residential building approvals	Increase	\$197.6M	\$360.5M	\$287.9M	\$127.8M

* BizWeek postponed due to the coronavirus (COVID-19) pandemic

** Local Government Performance Reporting Framework change in methodology. Indicator measures the percentage of the resident municipal population who are registered library members



A prosperous and learning community

Our achievements

In working towards a prosperous and learning community, Council has also undertaken a wide range of other activities. Highlights from the past year are detailed below.

Working towards a prosperous community

Maroondah Business Excellence Awards

The Maroondah Business Excellence Awards celebrate achievements of Maroondah businesses across identified key industry sectors. The awards also provide an opportunity to recognise businesses for their effort, commitment and success. As well as identifying and celebrating business excellence, the Maroondah Business Excellence Awards aim to connect entrants and finalists with key resources and contacts, to support them in enhancing professional value and improving their business operations. In 2024, the prestigious Business of the Year award was won by Footlab+. An additional benefit of the Awards is that several businesses formed their own new collaborative arrangements.

Women in Business

Held in November 2024 in partnership with Eastland, the Women in Business (previously branded as Women on the Go) event provided an opportunity for businesswomen to come together over brunch to learn, celebrate, connect and collaborate. The Money Collective provided powerful insights into understanding your money personality, setting financial goals and taking action. Caz Hendrie from the Women Getting Results group also guided the 70 guests in attendance through The 'Number 1 Secret to Networking' to promote ongoing financial wellbeing.

BizMonth25

Maroondah BizMonth25, in partnership with Swinburne University of Technology, held 16 business focused events and workshops throughout May 2025. Across the month, over 400 attendees benefited from hearing from, and working with, industry experts with a focus on marketing and social media, AI, communication, retail leasing and innovation. Connections were formed at a networking event, which included a

coffee tasting experience at a local coffee roasting business and many participants experienced Council's co-working space at Realm for the first time at the open day. Positive feedback provided by participants indicated that most of those attending gained valuable practical tools to implement in their business.

BizHub supports our businesses

Council's BizHub continued to provide assistance and information to businesses including access to mentors, relevant workshops and training events, along with information on funding available to strengthen business activities. The Business Concierge function continued to provide targeted information, particularly regarding starting a business in Maroondah, and navigating the permit process.

Council worked in partnership with the Ringwood East Traders Association, Croydon Main Street Traders Association, and individual business owners and operators by providing support for events, resolving maintenance issues, and responding to requests for placemaking activities and beautification projects.

Supporting the Maroondah Business Group

Council participates as an active member and supporter of the Maroondah Business Group (MBG). The MBG supports local businesses by promoting shared learning, collaboration, engagement and advocacy. Last year, during BizMonth, the MBG partnered with Council to host a *Communicate with confidence, clarity, and impact dinner* with Carol Fox. The MBG President is a member of the Maroondah Business Advisory Committee, which is comprised of 10 business representatives who provide their specific business sector insights to Council and assists in the development of new business support initiatives.

Eastern Region Group of Councils (ERG) – supporting collaboration and advocacy across Melbourne's east

The ERG comprises of the municipalities of Maroondah, Knox, Manningham, Whitehorse and Yarra Ranges. Over the past 12 months the ERG has progressed a joint advocacy program for a range of policy reforms, capital works projects and initiatives to support communities, grow the economy, and sustain the built and natural environment.

Following the October 2024 local government elections, the ERG welcomed a new leadership group including Cr Deirdre Diamante, Manningham Mayor and Cr Kylie Spears, Maroondah Mayor as ERG Chair and Deputy Chair respectively.

The ERG drew from *Plan East*, prepared with SGS Economics and Planning, and a developed community awareness campaign – *Voice for the East* in submissions to *A Plan for Victoria*, Infrastructure Victoria's 30-year strategy update.

Significant reforms to planning processes impacting Councils' and communities have been a focus with continued advocacy for ERG Councils to be active participants as the *Planning and Environment Act 1987* review progresses, and the impacts of the reforms become apparent.

Work continues with the Municipal Association of Victoria and other councils regarding improving the financial sustainability of the sector, which has been impacted by cost-of-living pressures, rate capping and Windfall Gains Tax.

The year ended with the endorsement of the *ERG Strategic Plan 2025-2029*, a major milestone which sets a clear path for the ERG into the future. The vision for the region is to be *connected, healthy, sustainable and prosperous, supported by financially secure, high performing councils*. To achieve this, the ERG will be a catalyst for collaboration and a trusted voice on regionally significant matters; work towards an enabling operating environment; support councils to be more efficient and effective; and improve access to infrastructure and services across the region.

The five ERG priorities over the 2025-2029 period are to: build shared services and increase joint procurement; enhance regional infrastructure; transform movement in the east; support community safety; and develop local employment.



Bayswater Business Precinct

Working towards a learning community

Accessible library services for the community

Maroondah's library services in Croydon and at Realm (Ringwood) are provided by Your Library Limited, a not-for-profit company limited by guarantee, delivered in partnership with Knox City Council and Yarra Ranges Council, with support from the Victorian Government.

Your Library services 438,000 residents across the outer Eastern Metropolitan Region who benefit from its 14 branches and is the largest and most cost-effective library service in Victoria. The Maroondah community has access to longer opening hours, more collection items, more public internet workstations, with 80% of these being less than five years old.

In 2024/25, there was an increase in visitor numbers, loans and participation in Storytime sessions (held multiple times a week), author talks, technology capacity building, guest speakers, book launches, presentations and sustainability programs.

The library at Realm receives 935 customers, averaging 513 loans a day and Storytime attracts up to 120 people. Croydon Library houses the largest library collection, and has 462 customers, averaging 683 loans a day and attracts up to 100 Storytime participants. Croydon Library also delivers the Home Library Service for community members who need additional support. Maroondah resident's membership grew over 9% over the past 12 months.

Kinder Information Night

The Kindergarten Information Night was held on the 19 March 2025. This free event was specifically tailored for parents and carers and featured informative presentations delivered by Maroondah City Council, the Department of Education, and the Maroondah Integrated Kindergarten Association. An estimated 200 people participated in the event, seeking to enhance their understanding of kindergarten options and also familiarise themselves with registration and enrolment procedures in Maroondah.

L2P Program

Council continued the delivery of the Maroondah TAC L2P program, a free program that assists Victorian learner drivers aged 16 to 21 who have no access to a supervising driver or vehicle, to gain the 120 hours driving experience required to apply for a probationary license. The program utilises volunteers to fill the role of driving mentors and is funded by the Transport Accident Commission (TAC) and the Victorian Government, including supporting a vehicle to be used in the program. During the past year, 24 young people participated in the program.

Road safety education programs delivered

Council continues to participate as an active member of RoadSafe Eastern Metro which provides funds and resources to deliver education programs for drivers, pedestrians and cyclists. In the past 12 months, the following courses and activities were implemented: two Safe Driver courses; Safe Cycling activation at the Children's Week Twilight Picnic and Active Kids, Healthy Minds event; Biketober 2024; Maroondah TAC L2P program; and two Ready2Ride Events. Council also delivered a safe crossing presentation for the Blackburn English Language School and supported local primary schools who run bike education programs and participate in National Ride2School Day, or Walk to School Days.

A *Road Safety around Schools* publication is distributed to schools at the start of the school year. In addition, road safety messaging, which is distributed through Council's social media platforms, provides reminders to the community of the importance of driving safely in school zones.

Continued implementation of the Volunteering and Student Placement program

Council continued to deliver its Volunteering and Student Placement program which provides opportunities for secondary and tertiary students to develop practical skills to meet their education requirements and future work opportunities, by being exposed to industry experts and learnings. Council has many volunteers who assist with programs such as delivering meals, maintaining bushland areas, reserves and community gardens, as well as arts and cultural programs. Councils' volunteering opportunities enable participants to strengthen and extend their social, environmental and cultural connections.

Employee leadership development

Council's Leadership Development Framework aims to nurture and empower emerging and current leaders, aligning their growth and development with the core competencies required at their leadership level. The Framework supports leadership development through a range of development opportunities including inhouse masterclasses, with 160 current and emerging leaders participating in 10 masterclasses during 2024/25. In addition, Council has continued to support leaders to undertake externally provided learning and development opportunities specifically related to their role.



A prosperous and learning community

Our key services

Council delivers a range of services aimed at promoting a prosperous and learning community.

Business Support (Business and Precincts)

- Business support, including workshops, training, mentoring and engagement
- BizHub coworking space
- Business concierge
- Business events, including Maroondah Business Excellence Awards, BizMonth and Women in Business

Activity Centre Development (Business and Precincts)

- Development of, and facilitation within, activity centres
- Infrastructure and amenity improvements in local shopping centres
- Placemaking/place activation projects

Bayswater Business Precinct (Business and Precincts)

- Bayswater Business Precinct partnership (with Knox City and Yarra Ranges Councils)
- *Bayswater Business Precinct Transformation Strategy* implementation

Libraries (provided by Your Library Limited)

- Book and resource borrowing
- Programs and activities
- Community outreach resources, activities and services
- Computer and internet access
- e-reading and podcast loans
- Genealogy programs
- Wi-Fi
- Social connection
- Dementia library resources
- Laptop loans
- Digital literacy



Halloween at Wyreena Community Arts Centre, Croydon.



A vibrant and culturally rich community

Our vision

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

Our commitments

Working towards a vibrant and culturally rich community, two priority actions were identified for delivery in the *Council Plan 2021-2025 (2024/25 Update)*.

Design the Karralyka redevelopment, and undertake staged redevelopment works



Status: In progress

Responsibility: Assets and Leisure

Karralyka is a key regional arts facility, owned and managed by Council, offering facilities and services for live theatre, corporate events, social functions, wedding receptions, conventions and exhibitions. The redevelopment will ensure the venue can continue to meet the needs and expectations of the community into the future.

During 2024/25, Council continued the design and construction of the staged redevelopment of Karralyka. Works to extend the Karralyka foyer space were completed and the space was officially opened to the community with a special event in May 2025. The lounge and bar space offers a light-filled area including an extended bar service and elevated menu offerings. The space will also host Council's special events such as future theatre program launches. Enhancements have also been made to the western building entry, which included the renewal of surrounding landscaping, and upgrading of balustrades to improve accessibility. Upgrades to the lower foyer and further accessibility improvements will be progressed in future years (subject to funding).

Develop and implement the Arts and Cultural Development Strategy 2025-2030, incorporating the Karralyka Precinct, to maximise arts and cultural opportunities across Maroondah



Status: In progress

Responsibility: People and Places

The *Arts and Cultural Development Strategy 2020-2025* is currently under review. The impacts and outcomes of this strategy are being evaluated in collaboration with our community and creative industry stakeholders, to help inform the priorities for a new Creative Maroondah Strategy. Community engagement will focus on service/program priorities across the entire Creative Places portfolio: Arts and Cultural Services (comprising Wyreena Community Arts Centre, Maroondah Art Gallery, and ArtSpace at Realm); Public Art and Creative Placemaking; Arts Development; and Arts Activation.

The Strategy will also encompass the suite of Karralyka offerings – theatre programs, functions and events, community halls, K-Cafes and delivered meals (Meals on Wheels) and will capture major precinct planning, development and activation initiatives, creative economies and regional cultural tourism initiatives.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Visitors to the Ringwood Arts Precinct (ArtSpace at Realm, Maroondah Federation Estate) and Wyreena	Increase	241,005	208,525	210,017	135,792
Participants in arts and culture activities in the Ringwood Arts Precinct and Wyreena	Increase	8024	6844	6177	4195
Individual Maroondah artists/arts and cultural groups supported to produce and present their work	Increase	200	182	248	159
Local artists/community members participating in arts networks and related events	Increase	447	366	146	83

The full suite of community indicators of progress is available in the table on page 116

Service delivery performance measures

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Attendance at Karralyka	Increase	91,323	80,545*	54,687	58,000
Arts and Cultural Grants Program recipients	Maintain	7	7	7	6
Community satisfaction with community and cultural activities	Increase	72	71	69	67

* Corrected result



A vibrant and culturally rich community

Our achievements

In working towards a vibrant and prosperous community, Council has also undertaken a wide range of other activities. Highlights from the past year are detailed below.

Working towards a vibrant and culturally rich community

Maroondah Festival

The Maroondah Festival, held on 10 November 2024, attracted an estimated 30,000 people to the Croydon Civic area and surrounds. The highly regarded event fostered a sense of connection and belonging to the local community. The annual festival event provided an opportunity for Council to promote its programs, initiatives and services. In addition, a wide range of activities and attractions, from live music performances by talented local artists, free kids activities, amusement rides, business stalls and community food presentations were on offer for the community to enjoy.

Christmas in Maroondah

Maroondah Carols were held on 7 December 2024 at Town Park in Croydon. It was a night filled with preshow entertainment, wonderful performers, the Maroondah Carols Band, food vendors, a free kids zone, and firework show that lit up the Maroondah night sky.

New Christmas trees and decorations were installed at the Merrindale, Barclay Street, Maroondah Village and The Mall/Eastfield Road shopping centres, as well as installations at many other centres across Maroondah. The traditional nativity scene was displayed at the Ringwood Clocktower Park and at Town Park in Croydon.

Celebrate Maroondah

Superhero Sunday held at Athelstane Reserve, offered free entertainment and a day of fun for people and children to dress as their favourite superhero. Charles Allen Reserve hosted a free community outdoor movie experience for the East Croydon community, with the event also offering children's rides, activities and refreshments, catered by East Croydon Kilsyth Tennis Club.

Dogs Day Out, held in partnership with Animal Aid, included family entertainment, activities for dogs as well as having experts on hand holding demonstrations and providing advice. Highlights included an agility course for dogs, free face painting and other activities, market stalls and presentations from a range of experts. Information was also made available on responsible pet ownership, including the importance of desexing and vaccinations.

Reignite Croydon – Laneway Lights project

The innovative *Reignite Croydon – Laneway Lights* creative placemaking project, undertaken in partnership with the Victorian Government, was completed in late 2024 and officially launched on 20 February 2025. The aim of the project is to increase perceptions of safety and cultural vibrancy in Croydon Main Street.

The project has four light-based art installations which now permanently illuminate three laneways adjacent to Main Street in Croydon. These comprise local artist Jasmine Grace's interactive installation *Life Reflected*, reflecting the pulse of life through illuminated convex mirrors; Melbourne-based artist Alexander Knox's kinetic neon light piece *Whisperer* capturing the sway of local Croydon wallaby grass; Adelaide-based artist Sam Songailo's steel archway artwork *Gateway 3.0* featuring intricate patterns and LED lighting as a beacon of renewal and transition; and a collaborative celebration of Indigenous flora *Light Stitches: Illuminating Croydon's Indigenous Flowers*, by Kirsten Baade and Alinta Koehrer (Wurundjeri/Yorta-Yorta).

Council collaborated with artists, business owners and with project partners, Croydon Main Street Traders Association and Mullum Mullum Indigenous Gathering Place, over two years to successfully deliver the project. Croydon Urban Art Tours have been launched to explore the growing public art presence in Croydon Main Street and surrounds.

Arts Activators VicHealth partnership

Supported by VicHealth (Local Government Partnership), the Arts Activators project was designed to embed the voices of young people in Council arts programming and leadership. A Creative Producer was engaged by Council to collaborate with, and present an exhibition and related programming at Maroondah Art Gallery during April and May 2025, featuring bold and thought-provoking works by six emerging artists, aged 18 to 25 years. Each artist transformed material, space and sound into immersive sensory experiences. The Artists included Amelie Stewart, Claire Riverland, Emma-Lyn Winkler Jordz, Koko Crozier, Neve Curnow and Rory Giezekamp.

At Wyreena Community Arts Centre, engagement commenced with local young community members aged 8 to 12, to assist in designing new creative opportunities for young people into the future.

New Public Art and Art Collections acquisitions

Maroondah's public spaces and precincts are home to 60 pieces of art valued at \$1.49 million. These works, both temporary and permanent, enhance and enrich the experience of the public realm.

During 2024/25, four major artworks were commissioned in three laneways adjacent to Main Street in Croydon as part of the *Reignite Croydon – Laneway Lights* creative placemaking project. A new large-scale public art commission *Blazing Trails* by Melbourne Murals was also commissioned at Maroondah Edge, highlighting the role of female athletes in cricket and celebrating the female-centred design of the venue. Celebrating the Chin community in Maroondah, a selection of woven fabrics from different regions of Myanmar was installed in Croydon's Community Hub at Civic Square.

Cassini, a large-scale sculpture of significance by US artist Charles Perry, underwent major conservation and restoration work this year. Designed to be displayed in unity with the Seidler-designed Karralyka building, *Cassini* forms the foundation for the Maroondah Public Art Collection and was originally installed at Karralyka in 1978.

There is a total of 4819 works within Council's Art Collection, including 10 acquisitions during the past year. Works from the Maroondah Art Collection have been showcased across Maroondah's venues.

ArtSpace & Ringwood Town Square – Ringwood Arts Precinct

The Ringwood Arts Precinct includes key arts and cultural venues – ArtSpace at Realm, Ringwood Town Square, the Maroondah Art Gallery at Maroondah Federation Estate and surrounds.

In partnership with the Australian Centre for the Moving Image (ACMI), the *Between the Details: ACMI Video Art* exhibited at ArtSpace at Realm and showcased a 360-degree video and sound experience of Bidjara artist Christian Thomson's *Bayi Gardiya (Singing Desert)*. Other exhibition projects at ArtSpace at Realm included: the *Labours of Love* exhibition and storytime sessions by Kate Golding, the *Encounters* photography exhibition by Morganna, Immersive digital installations included *Euphoria* by John Aslanidis, *Soft Fascination* by Adele Wilkes and *Marrup Biik – Spirit Land* by Simone Thomson. There was also displays and programs by local artists, illustrators and groups including Ringwood Movie Makers, Tall Poppy Press, and the Singing Sandwich program, all supported by the Arts and Cultural Grants program. Ringwood Urban Art Tours also continued to be offered.

Maroondah Art Gallery – Ringwood Arts Precinct

Maroondah Art Gallery hosted nine exhibitions, including: *Arts Activators* in partnership with VicHealth featuring seven young artists aged between 18 to 25 years; *Boundless Threads* by Gifford Arts; *Revealing the Line* by Studio 4 Artists; and *Hold Sway* by Emma x Zhang and Rhys Cousins.

Solo exhibitions included: *Aurora Arborealis* by Esther Schouten; *Waste Not, Want Not Crew* by Pamela Irving; *MUTUALISM: a Place called Bungalook* by Gomathi Suresh; *Gugubarra* by local Wiradjuri artist Stacey Payten which marked Reconciliation Week 2025; and *Something there, I hear* – by Zakiria Tahirian marking Refugee Week. A diverse range of artist and panel talks, workshops, tours and programs accompanied the exhibition program.

Wyreena Community Arts Centre

Wyreena enjoyed strong visitation with 84,038 people across the year, including 196 programmed activities, arts classes and workshops. Special events included: Halloween House in partnership with creative resident True Fairies attracted 750 people; the Australian Heritage Festival with the National Trust, offering heritage tours of the site and buildings; two Makers Markets in Spring 2024 and Autumn 2025, attracting 1,200 people and showcasing local artists and makers; Arts Lounge exhibitions; Meet the Artist sessions; and Music Café events that profile local artists and musicians. Implementation of the Wyreena Heritage Masterplan also continued during 2024/25.

Karralyka Centre and Precinct

Karralyka continues to operate as a regionally significant theatre and function centre, with a range of community and commercial uses. In 2024/25, a total of 56,325 tickets were sold across 190 performances. The theatre was utilised for various performance, rehearsal, and pre-production activities for 231 days of the year. The Karralyka theatre was also hired for 172 performances this year, with 83% coming from schools, dance schools, and community. A total of 27,838 people visited Karralyka's function rooms across 213 functions, events, and other activities. Functions and events were delivered for 99 community organisations. In November 2024, Karralyka launched the 2025 Theatre Season, with nine of the 11 Council-produced shows sold out between January and June 2025. The annual program, features 43 different shows, including 17 commercial touring shows.

Maroondah Federation Estate

Maroondah Federation Estate hosted 2230 events and over 190,000 visitors across its Lifestyle Centre function rooms and Cultural Centre studio spaces in 2024/25. Weekly hire programs include bands, choirs, drama, music, education, social support, yoga, playgroups and disability programs. The venue also hosts major events such as the Ringwood Eisteddfod, and regional/local meetings with various health service providers.

Celebrating First Peoples arts and culture

Council continued to support and collaborate with First Peoples communities, artists, leaders and organisations to present and promote a range of First Peoples arts and cultural practice in Maroondah across the year and during Reconciliation Week. These included a First Peoples mentorship artist opportunity offered as part of the *Reignite Croydon – Laneway Lights* creative placemaking project in partnership with Mullum Mullum Indigenous Gathering Place; an artwork by mentee artist Alinta Koehrer (Wurundjeri/Yorta Yorta) and mentor artist Kirsten Baade celebrating Indigenous flora; *Marrup Biik – Spirit Land* video installation by artist Simone Thomson (Wurundjeri/Yorta Yorta) depicting a spiritual map of Maroondah, in partnership with PixAll animation company; and local Wiradjuri artist Stacey Peyton also featured with the *Guguburra* exhibition. The striking *Elders* double portrait continued to grace the entrance to Council's Realm building, depicting local First Peoples Elders by artist Amanda Wright.

All-ages live music events at EV's Youth Centre

Throughout 2024, the Maroondah FReeZA program (Bassline Productions) continued to deliver successful, high quality live music and cultural events for the local community which also supported young people to grow skills in event management and sound production. Events in the second half of 2024 included: Bassline Beats (an electronic dance night), Fright Night (a horror-themed event), the Youth Stage at Maroondah Festival, and a graduation event for our youth participants.

Creative industry networking and development

In 2024/25, Council's Arts and Cultural Grants program supported local artists and groups to deliver seven community projects involving public art, exhibition programs, choir projects and performances. The Maroondah Arts Collective provided a suite of networking events and professional development

opportunities including social media strategies, grant writing, sustaining creative practice, and business basics. The Maroondah Arts Advisory Committee continued to meet and provide high quality industry insights, and advice regarding Council service improvements and priorities for creative projects, initiatives and programs.



A vibrant and culturally rich community

Our key services

Council delivers a range of services aimed at promoting a vibrant and culturally rich community.

Arts and Culture (Business and Precincts)

- ArtSpace at Realm programming
- Maroondah Art Gallery exhibitions and programs
- Wyreena Community Arts Centre venue operations, cafe, tenancies, programs, and events
- Arts and cultural grants program
- Public art program and art collection management
- Community cultural development
- Local creative industry networks, training, and development

Creative Places, Precincts and Major Projects (Business and Precincts)

- Creative placemaking and activation
- Cultural planning, strategies, and policy
- Cultural precinct planning and development
- Major creative venues master plans

Karralyka, Maroondah Federation Estate and Community Halls (Business and Precincts)

- Karralyka theatre programs, functions, and special events
- Karralyka venue operations and hospitality services
- Maroondah Federation Estate venue management and bookings
- Meals on Wheels food production (Maroondah and Knox)
- Management of K-café's (Aquahub, Aquanation, Maroondah Federation Estate)
- Community halls facility management, bookings, and community licences
- Precinct Master Plan and related capital projects



National Tree Planting Day at Tarralla Creek.



A clean, green and sustainable community

Our vision

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

Our commitments

Working towards a clean, green and sustainable community, five priority actions were identified for delivery in the *Council Plan 2021-2025 (2024/25 Update)*.

Work in partnership to deliver the staged implementation of the Reimagining Tarralla Creek project



Status: In progress

Responsibility: Strategy and Development

Over a number of years, Council worked with the community and project partners to complete Stage 1 of the Reimagining Tarralla Creek project transforming a 500-metre section of Tarralla Creek and the Croydon Wetlands between Norton Road and Vinter Avenue into a redeveloped open space and waterway.

In 2024/25, Melbourne Water successfully applied for a grant from the Australia Government Urban Rivers Catchment Program (\$9.8 million) to fund Stage 2 of the Reimagining Tarralla Creek project, with the remaining funding coming from Melbourne Water's Reimagining Your Creek program (\$17 million). Stage 2 works aim to extend the naturalised creek downstream from Vinter Avenue to Eastfield Road. Melbourne Water is leading the delivery of the project in partnership with Maroondah City Council, Department of Energy, Environment and Climate Action, Department of Climate Change, Energy, the Environment and Water, and the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.

Implement Council's Sustainability Strategy 2022-2031, including the development of a Climate Change Plan integrating carbon reduction and climate adaptation measures



Status: In progress

Responsibility: Strategy and Development

Council continues to implement the *Sustainability Strategy 2022-2031* to promote environmental, social and economic sustainability in Maroondah. Actions undertaken in 2024/25 include: adopting the *Maroondah Transport Strategy 2025-2035*, which presents a plan to promote and expand active transport options across Maroondah; participating and hosting the Eastern Alliance for Greenhouse Action; undertaking community consultation for neighbourhood place plans for Ringwood North and Croydon South; promoting the My Home Energy and Water Saver Kits through Your Library; and hosting the Maroondah EcoGathering at Karralyka in July 2024, bringing together the Maroondah community to share ideas for community-led sustainability actions.

A Climate Change Plan is also under development and will provide a holistic approach to managing climate change mitigation, adaptation and risk across Council and the community. This Plan will be placed on public exhibition later in 2025.

Develop and implement Council's Waste, Litter and Resource Recovery Strategy 2020-2030



Status: In progress

Responsibility: Chief Financial Office

Council's *Waste, Litter and Resource Recovery Strategy 2020-2030* aims to create a clean, green, and sustainable community by significantly reducing waste to landfill.

During 2024/25, Council continued a review of the Strategy which moving forward will incorporate changes from the new *Circular Economy (Waste Reduction and Recycling) Act 2021*, new Australian Government targets for municipal solid waste, and the performance outcomes of the Food Organics Garden Organics (FOGO) service. Council also continues to assess the impacts of the draft Victorian Waste Service Standards with implementation of these changes, once mandated, to form key priorities of the Strategy over the 2025-2029 period.

Council has also led sector advocacy on the costs and benefits of the Victorian Government proposed glass only service. Research findings prepared by this joint advocacy group were presented to the Minister for Environment with discussions continuing regarding benefits, costs and possible alternatives to this service. A total of 32 Councils are now advocating to the Victorian Government to reconsider the mandated implementation of a glass only service due to the financial impact of this introduced service on local communities.

Delivery of the reusable nappy project, school education program, eWaste disposal events, and a contamination management program as part of Council's waste education program, have also continued in 2024/25.

Prepare and implement a series of Biolink Action Plans that implement the Maroondah Habitat Connectivity Plan



Status: In progress

Responsibility: Strategy and Development

Council identified eight biolinks as the best routes through the Maroondah landscape to improve habitat connectivity across the municipality as part of the *Maroondah Habitat Connectivity Plan 2021*. To enhance and promote habitat within these biolinks, a series of action plans are being developed.

Over the past two years, a key stakeholder group of local representatives developed a shared vision and identified a wide range of actions required to make the Mullum Mullum Creek Biolink a functioning wildlife movement corridor. The *Mullum Mullum Creek Biolink Action Plan 2025-2035* was adopted by Council in December 2024 and implementation has commenced. This Plan provides clear direction and focus for Council and the community to protect and improve the wildlife corridor along the Creek over the next 10 years.

Planning for a second Biolink Action Plan has also commenced with key stakeholders coming together through a series of workshops to develop a shared vision and direction for the Dandenong-Tarralla-Bungalook Creeks Biolink. The engagement has also helped to identify broad actions to serve seven focal fauna species and provided insights into how individuals in the community can contribute towards realising these actions. The Plan will provide clear direction for Council and the community to establish and maintain functioning wildlife corridors along the Maroondah sections of Dandenong Creek, Tarralla Creek and Bungalook Creek.

Implement Council's annual streetscape enhancement program incorporating a significant increase in new tree planting throughout the municipality



Status: Ongoing

Responsibility: Assets and Leisure

Council's streetscape enhancement program continued in 2024/25 with a focus on identifying trees which are located under power lines. Six street renewal projects were completed and approximately 2000 advanced trees were planted on nature strips across the municipality. The newly planted street trees were a mixture of native and exotic species with the most appropriate species being selected for each site based on available space and existing tree character. In addition, 6650 understory plantings/grasses and 540 trees have been planted in our parks and reserves over the past year, with approximately 35,672 indigenous plants and trees now at home in bushland reserves. The first of several planned neighbourhood level tree renewal projects commenced, targeting 10 streets in the Golf Links Estate in Croydon. Planting activities have also continued in walking/cycling routes to another six primary schools across Maroondah.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill	Increase	57.52%	59.30%	56.22%	55.50%
Maroondah's tree canopy cover	Maintain	32.5%	28.8%*	30.9%*	30.2%*
Total area of natural habitat in Maroondah (hectares)	Maintain	618.8	622.8**	642.2	640.0
Council's greenhouse gas emissions	Decrease	7801	7575	6691	16,031
Community perception of Council's performance in relation to environmental sustainability	Increase	67	67	63	62

The full suite of community indicators of progress is available in the table on page 117

* Revised result due to an improvement in reporting and aerial imagery

** Revised result due to an improvement in accuracy of measurement

Service delivery performance measures

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Tree planting within Maroondah (bushland, street, and parks trees only)	Increase	44,360	37,672	27,058	40,708
Potable water consumption (kL)	Decrease	185,035	172,627	154,766	171,542
Community satisfaction with waste management	Increase	74	73	72	74



A clean, green and sustainable community

Our achievements

In working towards a clean, green and sustainable community, Council has also undertaken a wide range of other activities. Highlights from the past year are detailed below.

Working towards a clean community

Review of Council's Domestic Wastewater Management Strategy

An update to Maroondah's Domestic Wastewater Management Strategy is being prepared in line with the Environment Protection Authority's new *Obligations for Managers of Land and Infrastructure*. The updated Strategy will include a risk assessment of the impact to people's health and the environment from domestic wastewater in Maroondah; and outline Council's approach and an action plan to reduce the risks from onsite wastewater management system (septic tank system) use. The Strategy will be tabled for Council adoption in 2025/26.

Plastic Free July

In 2024, Council participated in the Plastic Free July campaign with 146 residents directly signing up for the challenge. Activities included: storytimes at both Croydon and Realm libraries; two experiential workshops; awareness raising at the National Tree Planting Day hosted by the Bushlands team; an interactive display in the Realm foyer; and a Discovery Day held during the school holidays at Realm. The Discovery Day included a passport activity where participants could win prizes, a market, children's storytime, guest speakers and workshops. Over 100 people participated in one of the workshops or submitted a passport entry form on the day.

International Compost Awareness Week

International Compost Awareness Week is celebrated annually in the first full week of May. Maroondah residents are encouraged to learn more and take up composting supported through a range of interactive activities, one-on-one composting coaching, a 'show us your compost' competition and a display showcasing the different composting systems was set up in the Realm foyer. The program also featured a soil testing opportunity at the Central Ringwood community hub day, offering residents the opportunity to test their soils.

To assist residents to take up composting, Council offers a series of Compost Revolution webinars along with up to 60% off the price of a range of systems, such as compost bins, worm farms and Bokashi buckets, through the Compost Revolution program.

National Recycling Week

Council participated in National Recycling Week in November 2024. During the week there were four storytimes at the Realm and Croydon Libraries, including one with local kindergartens in Croydon. Other activities included online trivia events for schools to participate in, with 129 students taking part over the two scheduled events, a display at Realm, a social media campaign and the launch of the Maroondah version of the 'Put a Grin on your Bin' online game, with Councils' recycling partner Visy.

Waste education workshops

Council ran 77 workshops and events as part of the Waste Education Program in 2024/25, with 1813 people attending. A total of 19 workshops covered reducing plastic waste, 8 focused on reducing food waste, 19 discussed composting, 6 were about reducing textile waste, and 25 promoted recycling and the correct disposal of waste. Highly positive evaluation feedback from participants indicated that respondents felt that the session met their expectations and their learnings would assist to reduce waste or recycle more effectively in the future.

The Waste Education team actively participated in the 2024 Maroondah Festival with over 2000 people engaging with the information stall. Participants could look inside one of the collection trucks, play an interactive game, make a recycling pledge to receive a reusable recycling bag, or talk to the team about waste concerns or questions.

School education program

From July to December 2024, Council engaged five primary schools and seven early learning centres through Council's incursion program. This program reached 628 students over a six-month period. A further workshop was held at Marlborough Primary School in February 2025 for 75 parents about reducing food waste in lunchboxes. In early 2025 Council redeveloped the school waste program, to include hire kits for early learning centres, new incursion topics aligned with school curriculum, coaching and professional development for staff about composting and waste systems, and also updated the website with resources for education settings. This program will be officially launched in September 2025.

The Reusable Nappy Project

Previously, Maroondah City Council was one of 12 Melbourne councils that took part in a feasibility study to research and understand how to implement a best practice reusable nappy program. Following the feasibility study, Council received a Best Practice Reusable Nappy Program Implementation grant, to deliver the Nappy Project in partnership with 12 other Councils.

The Nappy Project involved an education program and a promotional campaign to address the barriers to using reusable nappies. The project aimed to break down myths and misinformation about nappy costs and their impacts, and empower residents to trial reusable nappies with the help of education and a trial nappy pack. During 2024/25, three workshops were delivered, with a total of 38 Maroondah households participating in an education session, as well as receiving a nappy pack.

Reusable sanitary and incontinence aids

Council has worked in partnership to undertake a feasibility study to explore how to implement a reusable menstrual and incontinence aid program to reduce waste going to landfill, along with understanding barriers to reusable options. The outcome of the feasibility study highlighted two behaviour change models and a subsequent action plan. Following the study, five participating Councils have collaborated to produce a suite of educational resources. Five webinars were also hosted across the 2025 calendar year with local participants provided with a voucher to assist them in purchasing a reusable menstrual product. The project is due for completion at the end of 2025.

E-waste (+more) collection day

Council's e-waste recycling events are an effective way for Maroondah residents to recycle their e-waste, at no cost. Council's e-waste events accept clean polystyrene, batteries (including car batteries), gas bottles, fluorescent light globes, cardboard, textiles, vapes and e-cigarettes. Two e-waste (+more) recycling events were delivered in October 2024 and May 2025 with over 41 tonnes of materials collected across the two events.

Working towards a green community

Jumping Creek revitalisation project

The section of Jumping Creek from Berrywood Walk to Kelly Court in Warranwood has previously been identified for improvement works including, access upgrades, water quality and revegetation works. During 2024/25, Council progressed the detailed design for the revitalisation project, following positive community engagement in 2023/24. Early works for weed management and tree removal will be completed in 2025/26 and construction will commence in the next three years (pending external funding opportunities).

Pond and dam rehabilitation works

During the summer months, Council completed desilting and rock stabilisation works within various waterways and waterbodies across Maroondah. Major works were completed in Candlebark Walk Reserve and Yarrunga Reserve in Croydon Hills, the Nangathan Way waterway in Croydon North, along with Croydon Memorial Park Pond and The Range Estate wetlands in Croydon. Revegetation works included planting 6000 indigenous tube stock as part of waterway improvement works.

2024 Great Southern Bioblitz

Forty-seven new species have been added to Maroondah's local biodiversity database as a result of our community's efforts during the 2024 Great Southern Bioblitz, undertaken regionally in partnership with 20 other metropolitan councils. This local initiative is part of a global movement to encourage people to practice citizen science while enjoying their local natural areas. During the four-day challenge in September 2024, 96 people participated in the seven Nature Discovery activities organised by Council. The Bioblitz saw 34 different people use iNaturalist to make 718 observations of 228 different species in Maroondah. The most commonly observed species were the Eastern Mosquitofish, the Mountain Huntsman (spider), the Snowy Daisy-bush and the Australian King Parrot. There were also observations of 21 different species of spider, and 39 different species of moth.

2025 City Nature Challenge

The City Nature Challenge, held in April 2025, is an annual global citizen science event which encourages people to seek out, photograph and record wild plants, animals and fungi found in the local area, over a four-day challenge period. The Greater Melbourne group was coordinated by Maroondah City Council and resulted in a creditable 61st place out of the 669 participating cities across the world, and 28th in terms of the number of people reporting an observation during the Challenge. Council ran eight Nature Discovery activities during the Challenge which attracted 104 participants and supported Maroondah's contribution of 67 people recording 1444 observations of 321 different species. Notable observations included a Golden Whistler in Ringwood East, and a Royal Spoonbill in Croydon.

Nature Play

Council hosted a fun and educational Nature Play Day at Cheong Park in April 2025, to celebrate Nature Play week. The event encouraged children and families to enjoy the outdoors by visiting a local park, connecting with nature, learning something new and developing good physical activity habits, to improve their health and wellbeing. Over 300 attendees participated in the three-hour event and undertook a variety of nature-inspired activities and experiences, including learning about worms. There was also an activity that explored local aquatic creatures, with the Friends of Tarralla Creek, as well as creating potions, identifying bird sounds, and enjoying a serene space to connect with nature.

Community garden volunteer program

Council operates a volunteer program at the Glen Park Oaks Community Garden in Bayswater North, supporting communal gardening in a community setting. Through participation in program, volunteers are provided with the opportunity to grow, nurture and harvest communal produce; attend regular working bees and BBQs; and participate in occasional social outings to other gardens. There is a range of other non-Council managed community gardens operating in Maroondah, with some of those modelled on communal gardening, and others as individual plot-based gardens.

Participation in National Tree Day

Council hosted another successful National Tree Day planting event. Over 200 community members attended the event, planting over 4000 native trees and shrubs along Tarralla Creek in Croydon. During the event, Council, along with local environmental groups promoted, a range of sustainability and nature activities available in the community.

Seed farming in Maroondah

To conserve rare or declining plant species, Council has placed in increased focus on farming their seeds to ensure their survival. Plants are then cultivated to produce abundant seeds for collection and bushland restoration due to low reproduction rates in reserves. Seed farming has become a necessity because many of our local plant species are not reproducing in reserves due to urban conditions, threatening local plant species with extinction. Council plans to expand its small-scale seed farming program in future by involving environmental volunteers in growing plants at home or in reserves, aiming to improve cultivation methods for long-term conservation efforts.

Maintaining our bushland

Council undertook a cyclical maintenance program during 2024/25, which involved the control of weed species, planting new trees to maintain the tree canopy and other works, to conserve bushland reserves and enhance their biodiversity. Throughout the year, Council works with and supports a wide range of local volunteer environmental groups to ensure our parks and bushland areas are well looked after. Many groups hold annual planting days while others hold monthly working bees.

Council's garden bed refurbishment program and regular and enhanced maintenance of outdoor spaces

Council undertook a cyclical maintenance program during 2024/25 on thousands of garden beds across Maroondah to undertake new plantings and control weed species. The program included the planting of 5360 shrubs, grasses and groundcovers, 3450 annual flowers and 560 new trees, to maintain the tree canopy. In addition, landscape improvement works were undertaken at multiple sites and major works to clear dead or fallen trees and debris.

Recycled water for tree watering

Council has partnered with Yarra Valley Water as its first customer to take advantage of its recycled water carting program. This program enables 100 percent of recycled water to be used across the municipality for Council's tree watering program, ensuring a 'drought-proof' program that irrigates trees during dry weather.

Tree banding

Over the past year, Council has implemented a tree banding pilot program to address canopy dieback, which poses a major threat to biodiversity in Maroondah. Dieback is a process where mature, previously healthy trees become sick and may eventually die. A known cause of stringybark Eucalypt tree dieback in Maroondah is the excessive eating of foliage by ringtail possums. Research shows that considerable improvement in tree health can result from banding of trees that restrict possum access. A series of possum bands were installed on trees in Melba Bushland in Croydon in 2025 to encourage foliage recovery and reduce canopy dieback.

Working towards a sustainable community

Carbon neutral organisation

Council has been certified as a carbon neutral organisation by Climate Active, relating to all Council's operations, for the past year. To achieve the certification, Council's emissions have been measured, reduced where possible with the remaining emissions being offset. Climate Active is an Australian Government program for voluntary action on climate change. Council has been a carbon neutral organisation since 2019/20.

Eastern Alliance for Greenhouse Action membership

Council continues to be an active member of the Eastern Alliance for Greenhouse Action (EAGA), a partnership between eight councils across the eastern area of Melbourne. Each year EAGA delivers project/programs and engages in advocacy campaigns which support emission reductions and climate change adaptation, across the region. EAGA collaborated with various Victorian Greenhouse Alliances on 13 advocacy initiatives during 2024/25. These included responding to the Climate Change Authority's consultation on the 2024 Issues Paper and the Australia Government Inquiry into Residential Electrification, as well as communication advocating for a strategic partnership between state, local and federal governments, to address the challenges of climate change.

Eastern Alliance of Sustainable Learning membership

Council continues to participate as one of seven member Councils of the Eastern Alliance for Sustainable Learning (EASL), enabling the provision of services and support to improve the health, wellbeing and environmental sustainability of local communities. EASL has enabled the delivery of sustainable learning initiatives across the eastern region, including: the Resource Smart Schools Program which supports schools to incorporate environmental sustainability into their curriculum, facilities and policies; the annual Learning for Sustainability Conference; professional development and networking opportunities for educators; and resources and advice to support sustainability education.

Energy Savers program

In 2024/25, Council participated in the Energy Savers program to assist Maroondah businesses to save on energy costs and to reduce their carbon footprint. The program has engaged with local businesses to provide free advice about how to become more energy efficient across the participating municipalities. In Maroondah, the team has engaged with 144 businesses mainly from the hospitality and retail sectors. The suburb of Ringwood followed by Croydon, has had the highest number of engagement opportunities.

Solar Savers project

In May 2024, the EAGA Solar Savers program initiated a pilot expansion initiative, across four councils, including Maroondah. The pilot program introduced heat pumps and split system air conditioners, in addition to existing options of solar photo-voltaic panels and batteries.

My Energy and Water Saver kits

Council, in partnership with Knox City and Yarra Ranges Councils, created kits which are available to be borrowed from local libraries, enabling residents to measure their homes energy and water use, and the waste output of their homes. Using the information from these kits, residents are empowered to save money and reduce household emissions. These kits have been well utilised and additional kits were required to meet demand.

Victorian Energy Collaboration project

Maroondah is one of 61 Councils to switch to renewable energy through the Victorian Energy Collaboration (VECO), which enables Councils to source clean renewable energy generated from Victorian wind farms. Launched in July 2021, VECO is the largest-ever emissions reduction project undertaken by local government in Australia. This year, Council's facilities have been supplied by renewable energy resulting in a significant decrease in emissions arising from Council operations.

Sustainability capital funding

Council's sustainability specific funds have been spent on delivering sustainable outcomes over the past year. It provides a funding source for projects that reduce energy and fuel use, as well as reducing greenhouse gas emissions, regarding Council operations. The funds have successfully assisted Council in achieving increased emission reduction by delivering carbon reduction projects across Council facilities, such as the installation of solar photo-voltaic systems, heating and cooling systems, and lighting upgrades.

Utility management software

Council's utility management software facilitates the monitoring and reporting on utility usage and associated emissions. It provides one platform to pay for all electricity, gas and water bills and captures, analyses and reports on utility usage data and emissions. The platform also helps Council to identify areas for improvement, rectify anomalies, track utility expenditure, and to understand asset energy and water performance over time.



Cheong Wildflower Sanctuary.



A clean, green and sustainable community

Our key services

Council delivers a range of services aimed at promoting a clean, green and sustainable community.

Bushland Management (Operations)

- Bushland maintenance and weed control
- Fire hazard clearance
- Flora and fauna conservation
- Friends/community group support
- Indigenous planting programs
- Path maintenance
- Regeneration in sites of biological significance
- Waterway and water sensitive urban design site maintenance
- Wetland vegetation management

Park Maintenance (Operations)

- Landscaped area maintenance
- Irrigation systems
- Marveloo maintenance and hire
- Park and roadside mowing
- Park furniture maintenance
- Play space and equipment maintenance
- Reserve fence line program
- Neighbourhood, community, and local shopping centre maintenance
- Skate and BMX facility maintenance
- Tree planting (strategic re-planting)
- Weed and litter control in parks
- Minor landscape projects for new gardens and garden refurbishment program

Tree Maintenance (Operations)

- Power line clearance management
- Storm damage remedial work
- Tree inspections
- Tree maintenance and management
- Tree planting (programmed)

Waste Management (Governance and Performance)

- Residential and commercial waste services
- Waste, recycling, and food and garden organics collection
- On-call hard waste and bundled branch collection
- Contract management for waste collection and sorting
- Drop-off recycling collection day coordination
- Waste education and behavioural change programs
- Waste management strategic planning
- Public place litter bin collection



Peter Vergers Reserve.



Brushy Creek Trail, Croydon North



An accessible and connected community

Our vision

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

Our commitments

Working towards an accessible and connected community, five priority actions were identified for delivery in the *Council Plan 2021-2025 (2024/25 Update)*.

Design and construct an activity centre carpark in Ringwood



Status: In progress

Responsibility: Assets and Leisure

Construction of a new car park at 1 Bedford Road, in the Ringwood Metropolitan Activity Centre, commenced in January 2024. The \$33.6 million project is being funded by the Australian Government and Council and will provide additional parking spaces for commuters, residents and visitors; reduce parking congestion on the nearby local streets and station carpark; and improve amenity and connectivity to Ringwood railway station. A portion of the original Blood Brothers storefront has been retained and has been relocated to a more prominent position on the site to retain the corner store significance of the original building. Construction works are continuing with the project scheduled for completion in late 2025.

Work in partnership with the Victorian Government to implement road improvement works at New Street, Ringwood; Reilly Street and Wantirna Road, Ringwood; Eastfield Road, Ringwood East; Plymouth Road and Kirtain Drive, Croydon; Holloway Road, Croydon North; and undertake carpark improvement works at McAlpin Reserve, Ringwood North and Dorset Recreation Reserve, Croydon



Status: In progress

Responsibility: Strategy and Development

Community engagement for the upgrade of Holloway Road, Croydon North between Yarra Road and Lyons Road took place in 2024/25 and the detailed design is being finalised based on community feedback. Works are expected to commence in early 2026 to upgrade the road to an urban road standard which includes kerb and channel, a footpath on the south side of the road, and underground stormwater drainage.

Road improvement works have been completed on New Street, Ringwood; Reilly Street and Wantirna Road, Ringwood; Eastfield Road, Ringwood East, and at Plymouth Road and Kirtain Drive, Croydon. Carpark improvement works at McAlpin Reserve, Ringwood North and Dorset Recreation Reserve, Croydon have also been completed.

Work in partnership with the Victorian Government to support the removal of level crossings at Bedford Road, Ringwood; Dublin Road Ringwood East and Coolstore Road, Croydon; and the construction of new stations at Ringwood East and Croydon



Status: In progress

Responsibility: Strategy and Development

As part of the Victorian Government's Level Crossing Removal Project, the level crossings at Bedford Road in Ringwood, Dublin Road in Ringwood East and Coolstore Road in Croydon have been removed; as well as the construction of new stations at Ringwood East and Croydon.

The Dublin Road level crossing was removed in June 2024 and the new Ringwood East Station opened in July 2024. The new station creates safer and more direct links between the Ringwood East shopping precinct, public transport and upgraded parking with about 460 car spaces. The Coolstore Road level crossing was removed in July 2024, and the new Croydon Station opened in August 2024. In addition, to a premium station the Croydon Transport Hub features a 14-bay bus interchange, car parking for 284 vehicles and 10 motorcycles, and new road connections, providing a modern and safe Croydon Station precinct. The new road connection under the rail line between Kent Avenue and Lacey Street has replaced the congested Coolstore Road roundabout and connected Croydon's town centre, making it easier for pedestrians to cross the rail line.

The Bedford Road level crossing was removed in March 2024.

With each project now completed, the asset rectification and handover phase to Council has commenced.

Advocate to the Australian and Victorian Governments for the provision of new and upgraded transportation infrastructure in Maroondah



Status: In progress

Responsibility: Executive Office

In 2024/25, Council continued advocating for the transport needs of the Maroondah community. Council was successful in receiving Australian Government Black Spot Program funding of \$1.36 million to improve the intersection of Eastfield Road and Railway Avenue in Ringwood East, along with \$794,000 for four traffic and pedestrian improvements in Ringwood, Ringwood North, Croydon Hills and Kilsyth.

Council has also received Australian Government Active Transport Program funding of \$680,000 for a shared user path along Greenwood Avenue creating vital connections between schools, sporting facilities, Ringwood Station, and the Ringwood Metropolitan Activity Centre. Funding of \$464,000 was also provided to create a new shared user path along Liverpool Road, between Canterbury Road and Mount Dandenong Road in Kilsyth, providing local connections to the Bayswater Business Precinct.

Joint Australian and Victorian Government Road Blitz Program funding of \$3.5 million was also provided to prepare a detailed business case for intersection improvements at Yarra Road and Maroondah Highway.

Work in partnership to undertake renewal works on the Mullum Mullum Creek shared trail; and continue footpath construction in the Principal Pedestrian Network



Status: In progress

Responsibility: Strategy and Development

In 2024/25, Council worked in partnership to commence renewal works on the Mullum Mullum Creek trail. The first priority section, from Liris Court to Ashcombe Drive, was completed in December 2024, and the section from Marilyn Crescent to Kalinda Road will be renewed in 2025/26.

The construction of footpaths continued along Maroondah's Principal Pedestrian Network, with an additional 3.82 kilometres constructed in 2024/25 at a total value of \$1.5 million. Completed works include Harrison Street, Wildwood Grove and Hill Street in Ringwood; Dickson Crescent in Ringwood North; Maroondah Highway in Ringwood (Dampier Grove to Hilcrest Avenue); Shasta Avenue, Russet Road and Victoria Street in Ringwood East; and Lincoln Road (Croydon Road to Dorset Road) in Croydon.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Percentage of households / dwellings that are within 200 metres of a bicycle facility and/or 400 metres of a bus and/or 800 metres of a train station	Increase	89.2%	90.4%	90.7%	90.7%
Daily number of public transport services operating in Maroondah	Increase	1621	Result not available	Result not available	1386
Kilometres of bicycle lanes and shared paths in Maroondah	Increase	99	90	86	83
Average number of cars owned by a Maroondah household	Decrease	Result not available*	Result not available*	Result not available*	1.67
Average Maroondah Pavement Condition Index	6-8	7.72	8.5	7.1	7.1
Kilometres of constructed footpaths in Maroondah's Principal Pedestrian Network	Increase	3.82	3.0	4.5	3.1

The full suite of community indicators of progress is available in the table on page 118

* Next ABS Census data update expected in 2027

Service delivery performance measures

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Sealed local roads maintained to condition standards	Maintain	96.83%	98.11%*	97.71%	98.65%
Community satisfaction with local streets and footpaths	Increase	55	56	59	58
Community satisfaction with traffic management	Increase	55	59	59	60

* Corrected result



An accessible and connected community

Our achievements

In working towards an accessible and connected community, Council has also undertaken a wide range of other activities. Highlights from the past year are detailed below.

Working towards an accessible and connected community

Maroondah Transport Strategy 2025-2035

The *Maroondah Transport Strategy 2025-2035* was adopted by Council in April 2025 following community engagement in 2024. The Strategy builds on the achievements of the previous integrated transport, bicycle, and pedestrian strategies, and sets the strategic directions and areas of focus for Council to take action to deliver an efficient, integrated, sustainable, accessible, and safe transport system. Once implemented, the community will see improvements to pedestrian, cycling, parking, and public transport infrastructure, as well as critical road upgrades on Canterbury, Dorset and Yarra Roads and Maroondah Highway. The strategy has been developed in response to contemporary transport policy, data and research, community expectations, and extensive engagement with our community.

Infrastructure renewal and road safety improvement works

Infrastructure renewal works were completed in Newell Street in Bayswater North and Heatherdale Road in Ringwood, to address the deteriorated condition of the existing road pavement. These works were funded by the Australian Government funding through the Roads to Recovery Program. Significant road reconstruction and upgrade works were also completed on Victoria Street in Ringwood East; Grant Crescent in Ringwood; and Old Warrandyte Road in Ringwood North.

Local area traffic management and accessibility improvements

In 2024/25, Council undertook intersection safety improvement works at the Blandford Crescent and Sherbourne Avenue intersection in Bayswater North. The works involved reducing vehicle speed at the intersection, along with pedestrian refuge kerb ramp reconstruction, providing enhanced accessibility and pedestrian safety. A new footpath connection and improved footpath gradient has also been constructed on Mount Dandenong Road Service Road near Moralla Avenue in Croydon. This treatment will support accessibility into the Croydon Main Street precinct and provide improved access to public transport. Following local advocacy and receipt of Victorian Government funding, a new supervised children's crossing was constructed in Athelstone Drive in Ringwood North to support students at Ringwood North Primary School.

Paid parking trial

A paid parking trial has commenced in the Ringwood Metropolitan Activity Centre with the introduction of parking technology in Seymour and Charter Streets. 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.

Asphalt overlay resurfacing

Council has delivered an annual road rehabilitation program with a total value of \$1.80 million across 16 locations. Some of the major projects delivered include the resurfacing of: Ringwood Street (Ringwood Bypass to Seymour Street) and Dampier Grove in Ringwood; and Eastfield Road (Bayswater Road to Shane Crescent) and Alexandra Road (Dublin Road to Isabel Avenue) in Ringwood East.

Our key services

Council delivers a range of services aimed at promoting an accessible and connected community.

Built Environment (Operations)

- Street cleansing
- Construction and maintenance of Council's roads, footpaths, and drainage infrastructure
- Council fleet maintenance and management
- Earthworks and excavations
- Emergency/after-hours call outs
- Graffiti removal
- Rubbish removal
- Signage
- Street sweeping
- Drain and drainage pit cleaning
- Road line marking
- Council owned traffic light maintenance

Engineering Services (Engineering and Building Services)

- Capital Works Program coordination and delivery (engineering component)
- Capital Works Renewal Program development and delivery
- Engineering development plan approvals
- Council asset protection
- Infrastructure/building site inspections/compliance
- Drainage, stormwater and flood management and strategic planning
- Traffic and transportation planning
- Engineering customer service and administration



Footpath works



An attractive, thriving and well built community

Our vision

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

Our commitments

Working towards an attractive, thriving and well built community, seven priority actions were identified for delivery in the *Council Plan 2021-2025 (2024/25 Update)*.

Work in partnership to implement the Greening the Greyfields project to facilitate a sustainable approach to urban redevelopment in identified residential precincts



Status: In progress

Responsibility: Strategy and Development

The Greening the Greyfields pilot project is a collaboration between Maroondah City Council and Swinburne University to address some of the opportunities available in, and challenges planning for, appropriate residential in-fill development on underutilised residential land within the municipality.

The pilot focused on two precincts in Ringwood and Croydon South, aiming to deliver increased and improved housing outcomes, as well as improving the liveability of the precincts, including design, landscaping and open space outcomes, and walking and cycling connections. Amendments C134maro and C136maro for the two identified precincts were gazetted in the Maroondah Planning Scheme in 2023/24. Recent Victorian Government planning reforms to the Ringwood Metropolitan Activity Centre have introduced new planning controls that now supersede Amendments C134maro and C136maro.

Develop a new Croydon Structure Plan and prepare a planning scheme amendment to incorporate the policy into the Maroondah Planning Scheme



Status: In progress

Responsibility: Strategy and Development

The existing Croydon Town Centre Structure Plan was adopted by Maroondah City Council in 2006 as a 30-year vision for the Croydon Town Centre. There have been significant changes in Croydon and to Victorian Government planning policy since this time and as a result a new *Croydon Activity Centre Structure Plan 2025* has subsequently been prepared.

The new Structure Plan includes a vision and background on planning related issues in Croydon, as well as guidance on land use and development, infrastructure, transport, the physical environment and amenity. The draft Croydon Major Activity Centre Structure Plan was first made available to the community for their feedback in August 2023. Submissions were reviewed in early 2024. The draft Structure Plan has since been reviewed in light of recent changes by the Victorian Government regarding future housing targets, and activity centre planning, for all municipalities across the state, including Maroondah. The *Croydon Activity Centre Structure Plan 2025* will be presented to Council for adoption in July 2025.

Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct (CCWP), including the design and construction of the CCWP Cultural Hub, Multi-purpose Hub and open space enhancements*



Status: In progress

Responsibility: Assets and Leisure

Planning and design work for the staged redevelopment of the Croydon Community Wellbeing Precinct continued during 2024/25. The next phase of developing this vibrant precinct involves the construction of two hubs for the community.

Construction of a Cultural Hub on the corner of Mount Dandenong Road and Civic Square is scheduled to begin later in 2025. The Hub will serve as a central gathering place, offering a range of services for the community including a state-of-the-art library, performance and events space, multipurpose rooms, meeting spaces, Council Service Centre, café and more. The Hub will also retain the heritage frontage of EV's Youth Centre and 'the Cottage' building, paying tribute to and celebrating Croydon's history and character while ensuring the new spaces are modern, sustainable, inclusive and fit-for-purpose.

A Multipurpose Hub is also planned for the precinct. This Hub will replace the current Keystone Hall next to the Croydon Athletics Track and will back on to new bowling greens. It will be home to Croydon Bowls Club, Croydon RSL and current sporting groups. Early works associated with development of the new Multipurpose Hub are also scheduled to commence later in 2025.

*some planned works are subject to external funding.

Undertake flood mitigation works in New Street, Ringwood, Sherbrook Avenue catchment in Ringwood, and Scenic Avenue and Wingate Avenue catchments in Ringwood East; and work in partnership to develop flood mitigation solutions for central Croydon



Status: In progress

Responsibility: Strategy and Development

As part of Council's ongoing commitment to reducing the impacts of flooding on properties and the community, Sherbrook Drainage Catchment Upgrades were completed in September 2024. This project formed Stage 4 of the broader Ringwood Metropolitan Activity Centre project with all stages now complete. In addition to the drainage catchment upgrades, road renewal and accessibility improvements were also completed within Charter Street from New Street to Market Street.

In 2024/25, Council also continued to investigate flood mitigation strategies for central Croydon with external agency and catchment authority partners.

Undertake enhancements in the Ringwood Metropolitan Activity Centre, including the Maroondah Highway Boulevard and Staley Gardens



Status: In progress

Responsibility: People and Places

Council has continued to advocate for funding for the Maroondah Highway Boulevard project, including ongoing discussions with the Department of Transport and Planning regarding the upgrade. Further advocacy is taking place regarding funding including VicRoads' support. Amendments to the Ringwood Metropolitan Activity Centre boundary and increased housing targets will further increase the anticipated population in and around the Activity Centre.

A consultant was appointed in April 2025 to prepare a landscape masterplan for Staley Gardens in Ringwood. The landscape plan will realise the community's vision for Staley Gardens, incorporating design principles developed through extensive stakeholder engagement in 2023.

Work in partnership with the Victorian Government to implement the objectives of Victoria's Housing Statement for the Ringwood Metropolitan Activity Centre



Status: In progress

Responsibility: Strategy and Development

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 Ringwood Metropolitan Activity Centre – the Housing Choice and Transport Zone (HCTZ). While generally supportive of the changes to the Masterplan, Council has some concerns about the application of the HCTZ, which encourages increased housing density of up to six storeys on larger lots and four storeys on smaller lots. It is also considered that some areas in the catchment are not walkable.

Undertake a review of the Maroondah Planning Scheme



Status: In progress

Responsibility: Strategy and Development

The Maroondah Planning Scheme sets out policies and requirements for the use, development and protection of land in Maroondah. Council conducts amendments which specifically relate to Maroondah. This may include changes to the controls which affect a single property or group of properties; and updates to local planning policy. It is anticipated that Council will commence a review of the Maroondah Planning Scheme in 2025 following a series of Victorian Government announcements relating to planning reforms during 2024/25.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Public open space in Maroondah (hectares)	Maintain	649	653	646	653
Community satisfaction with the appearance of public areas	Increase	68	69	71	71
Community satisfaction with Council's general town planning policy	Increase	57	58	56	57
Maroondah population per square kilometre	Not applicable	1945	1913	1882	1890
RMIT Liveability Index rating	Increase	99.0	Result not available*	Result not available*	Result not available*
Percentage of Maroondah residents that work in Maroondah	Increase	Result not available**	Result not available**	Result not available**	26.5%

The full suite of community indicators of progress is available in the table on page 119

* Result not available on an annual basis

** Next ABS Census data update expected in 2027

Service delivery performance measures

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Asset renewal and upgrade compared to depreciation	114.60%	92.11%	95.39%*	139.24%*	135.32%*
Planning applications assessed within statutory timeframes	≥ 80%	85.83%	76.0%	74.0%	84.0%

* Corrected result



Storm water harvesting system in Croydon.



An attractive, thriving and well built community

Our achievements

In working towards an attractive, thriving and well built community, Council has also undertaken a wide range of other activities. Highlights from the past year are detailed below.

Working towards an attractive, thriving, and well built community

Improvements to local commercial centres

In 2024/25, the annual capital works improvement program focused on local shopping centres at Bedford Road in Ringwood, Maroondah Village in Croydon North and Clegg Avenue in Croydon. Following engagement with traders at each centre, works have now been successfully completed at Clegg Avenue and Maroondah Village Shopping Centres. More than 25 new trees, as well as upgraded garden beds have improved the amenity of the centres, for traders and visitors. A staged approach is being taken regarding capital upgrades at Bedford Road Shopping Centre. A landscape plan incorporating new trees, garden beds and footpath widening was approved by traders in March 2025. Enhancement works at the centre commenced in June and will be completed in late 2025.

Providing better play and gathering spaces

Playspace upgrades at Bungalook Reserve in Bayswater North, Little John Reserve in Warranwood, and San Martin Reserve in Croydon North have provided local residents with upgraded playground facilities that promote inclusive and accessible play, along with installation of new seating and picnic tables. Grayswood Reserve skate precinct in Kilsyth South also underwent renewal works, with the purpose-built facility designed to meet the needs and skills levels of local skaters, bike riders, roller bladers and other wheel users.

Enhancing community spaces

A range of enhancement works were completed at Norwood Reserve in Ringwood during 2024/25. Works included street planting, carpark improvement works to provide an additional 21 car parking spaces (including three additional accessible parking spaces), pathway connectivity work and improved lighting. Further landscaping

works will take place in 2025/26. Carpark improvements were also undertaken at Heathmont Reserve in Heathmont and at Ainslie Park in Croydon.

Maroondah flood mapping

Following the formal adoption of the *Maroondah Flood Map* in March 2024, Council is continuing to work in partnership with Melbourne Water to ensure municipal flood modelling is updated to incorporate recently completed flood mitigation works along with recent revisions to the technical guidelines. The project will continue until 2026 with affected property owners to be notified of subsequent revisions. The Flood Map will continue to inform the assessment of future developments across Maroondah, as well as how Council manages its stormwater maintenance program, emergency management planning and capital works projects. Understanding which areas may be affected by flooding is critical to reducing the impact to the community as well as assisting Council and residents to prepare and plan for future developments and infrastructure improvement works.

Approval of a heritage amendment to the Maroondah Planning Scheme (C148maro)

In March 2024, Council adopted Amendment C148maro to the Maroondah Planning Scheme, in accordance with the independent Planning Panel's recommendations, (except in relation to the Sunbower Display Village Precinct). The independent panel indicated it was satisfied that the methodology adopted by Council met the guidance provided by the Victorian Government, was well founded and strategically justified. Following adoption, Council submitted the Amendment to the Minister for Planning for approval. The amendment was approved by the Minister on 6 June 2025 and gazetted on 25 June 2025.



An attractive, thriving and well built community

Our key services

Council delivers a range of services aimed at promoting an attractive, thriving and well built community.

Asset Management (Projects and Assets Management)

- Asset data management
- Asset inspections
- Asset planning
- Asset systems
- Capital Works Program coordination (facilities, open space, roads)
- Capital Works Renewal Program development
- Open space strategic planning
- Road management planning
- Strategic asset management

Asset Projects and Facilities (Projects and Assets Management)

- Building access, security management and CCTV
- Capital Works Program delivery (asset component)
- Design and construction management for Council's community facilities and open space
- Regulatory/compliance inspections/assessments
- Repairs/rectification and maintenance for Council's community facilities and open space

Building Services (Engineering and Building Services)

- Building safety and regulatory compliance
- Building permits and inspections
- Building customer service and administration
- Swimming pool and spa safety registration and compliance

Statutory Planning

- Statutory planning applications
- Subdivisions and certifications
- Environmental planning applications and landscape assessments
- Planning compliance
- Planning customer service and administration
- Planning appeals attendance
- Building regulation siting and front fence report and consent applications

Strategic Planning (City Futures)

- Land use planning, including master planning and structure planning
- Maroondah Planning Scheme reviews and amendments
- Local neighbourhood planning and placemaking
- Local heritage protection and action planning

Sustainability (City Futures)

- Carbon reduction strategic planning
- Climate change strategic planning
- Sustainability strategic planning
- Vegetation strategic planning
- Biodiversity strategic planning
- Transport strategic planning
- Carbon Neutral certification reporting
- Eastern Alliance for Greenhouse Action host Council
- Environmentally Sustainable Design guidance
- Environmental education and behavioural change initiatives and events



The GenConnect project at Croydon Occasional Care.



An inclusive and diverse community

Our vision

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

Our commitments

Working towards an inclusive and diverse community, one priority action was identified for delivery in the *Council Plan 2021-2025 (2024/25 Update)*.

Continue to monitor and respond to Australian Government Aged Care Reforms to ensure that Council services adapt appropriately to meet current and future community needs, and advocate for ongoing support and care for Maroondah senior citizens



Status: In progress

Responsibility: People and Places

The Australian Government announced that the new service model for Commonwealth Home Support Program will now not commence prior to July 2027.

Council has undertaken a comprehensive review of the program 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.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Percentage of private rental properties in Maroondah that are affordable to people on statutory incomes	Increase	1.3%	2.3%	1.6%	1.7%
Relative Socio-Economic Disadvantage of Maroondah	Increase	Result not available*	Result not available*	9	Result not available*
Percentage of Maroondah residents who agree people in their neighbourhood can be trusted	Increase	No longer measured	No longer measured	No longer measured	89.5%**
Percentage of residents who actively volunteer	Increase	Result not available*	Result not available*	Result not available*	14.8%**
Number of migrants and refugees settling in Maroondah	Not applicable	417	506	470**	236

The full suite of community indicators of progress is available in the table on page 120

* Next ABS Census data update expected in 2027

** Corrected result

Service delivery performance measures

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Community Grants Funding Program recipients	Maintain	90	86*	73	60
Number of volunteers engaged within the organisation	Increase	434	431	440	429
Community satisfaction with family support services	Increase	67	66	67	67
Community satisfaction with elderly support services	Increase	65	65	68	69
Community satisfaction with disadvantaged support services	Increase	61	62	57	65

* Corrected result



An inclusive and diverse community

Our achievements

In working towards an inclusive and diverse community, Council has also undertaken a wide range of other activities. Highlights from the past year are detailed below.

Working towards an inclusive community

Australia Day celebrations and citizenship ceremony

Maroondah Australia Day Award recipients were announced as part of Australia Day activities at Ringwood Lake Park. Heidi Butler-Moore was named Citizen of the Year for her substantial community work as the Chief Executive Officer of Glen Park Community Centre. Shannon Freeman received the Young Citizen of the Year award for her many volunteering roles, as well as her dedication to making her community a better place. The Maroondah Rotary Club Gala Night event was awarded Community Event of the Year. The event was held on 15 June 2024 and raised over \$30,000 to benefit local mental health programs. The Australia Day event also provided an opportunity to welcome 59 new Australian citizens to Maroondah, in one of several citizenship ceremonies held annually.

International Women's Day breakfast

International Women's Day unites women across the world and acknowledges the contribution that women make to their families, their workplaces and their communities. Council held an International Women's Day Breakfast event in March 2025 with the theme of *Accelerate Action*, featuring guest speaker Helen Parker OAM, founder of The Babes Project.

Local Government Women's Charter

Council became a member of the Local Government Women's Charter in 2010. The Charter recognised the need for increased women's participation in local government; promoted the principles of gender equity and diversity of representation; and supported the active citizenship of women. In December 2024, Council closed out its reporting on Charter activities, noting that it is now business as usual to facilitate an elected Council and workplace that reflects the diversity of our Maroondah community.

Put Her Name On It project

The 'Put Her Name On It' project is designed to challenge and change Victorian public spaces to be more gender equal through collaborative action. The names of 50 notable women will be considered in the commemorative place naming of new streets, features, places and localities across Maroondah.

Disability Action Plan 2022-2026

The *Disability Action Plan 2022-2026* adopted by Council in July 2022, continues to be implemented. The Plan outlines Council's approach to reducing barriers for people with a disability, as well as supporting a more accessible and socially inclusive community. It also highlights Council's vision for disability and inclusion in Maroondah – working toward equitable opportunities for people of all abilities, their families and their carers, to be able to actively and fully participate in community life. A summary of activities undertaken through the implementation of this Plan are summarised in the *Statutory Information* section of the Annual Report.



International Women's Day at Karralyka, Ringwood East.

People with additional support needs

The National Disability Insurance Scheme (NDIS) Program Lead and Specialised Support Facilitator continue to assist Maroondah residents who have a disability and/or complex support needs. These two roles assist people to: navigate the NDIS system; coordinate with various organisations and agencies regarding NDIS plan reviews; and offer assistance in accessing and understanding services. Additionally, they collaborate with other regulatory organisations/teams to respond to issues related to mental health, safety, fire risk, service support, hoarding behaviour, and public safety/hygiene matters. The positive impact of both roles has led to significant positive outcomes for Maroondah residents who have additional support needs.

Happy Days program continues to be a success

Happy Days is a collaboration between Monkami and Council's early childhood education and care service. This weekly program involves young adults with down syndrome and a carer from Monkami, attending Maroondah Occasional Care, with the aim of increasing intergenerational social interactions and sharing knowledge about skills and interests. The aim of the program is to break down barriers and the stigmas associated with disability through creative art activities, sensory play, music and movement, and outdoor physical play.

Maroondah Youth Awards

The Maroondah Youth Awards 2024 recognised the achievements of over 145 young people across a number of categories including teamwork, leadership, creativity and perseverance. The event showcased the skills and talents of a variety of young people and was hosted by two young people who had displayed excellent leadership skills over the preceding months. A total of 408 people attended the event with a further 200 people watching live online.

EV's Years: Passing the Mic

This special event was a showcase of both legacy and contemporary artists who have performed at EV's Youth Centre since the early 1990s, bridging the gap between three generations of music lovers. The sold-out crowd of 600 people were treated to a line-up headlined by *Slowly Slowly*, fresh from an ARIA #1 new album; *Bodyjar*, an iconic internationally touring punk band from the eastern suburbs of Melbourne; along with local bands *Antiskeptic*, *Baby Mullet*, *Nursery Crimes* and *The Robbies*. Complementing the event was the Poncho Mexican food truck, a community food organisation providing employment opportunities for young people. Importantly, the event served as a celebration of the rich legacy of EV's Youth Centre as a live music venue ahead of development commencing on the Croydon Community Wellbeing Precinct.

Art programs inspire creativity

Artventurers and Artbreakers are two art programs aimed at young people aged 10 to 14 years and 18 to 25 years which are delivered fortnightly from EV's Youth Centre and Maroondah Federation Estate. The programs are aimed at providing opportunities for enhancing connections and sharing experiences through the creation of art. Artventurers enables young people to connect at primary and secondary school transition points, while Artbreakers focuses on older participants being able to express their creativity in a social setting.

Children's Week activities

The theme for Children's Week in 2024 was 'Children have the right to a safe and clean environment'. Maroondah's children and their families celebrated with a twilight picnic in October 2024 at Town Park in Croydon. Families were invited to bring a picnic and enjoy interactive activities and entertainment. The event was a partnership with several Council service areas, Your Library and performances from various community groups. There were also opportunities to interact with roving stilt walkers and bubble artists.

Helping young people connect and thrive

EV's Hangout is a free weekly social drop-in program for young people aged 12 to 25 years, based at EV's Youth Centre in Croydon. The program provides a safe and inclusive space for local young people to connect and be supported. The program offers a diverse range of experiences for participants, facilitates social connections and supports wellbeing outcomes with approximately 25 to 35 young people attending each week.

Initiatives to support seniors

Council has continued to support older people during 2024/25, through a range of programs aimed at enhancing social connection and wellbeing. These programs cater to people with support needs, those who are more independent, as well as providing assistance to carers. These initiatives create opportunities for older people to connect meaningfully, participate in activities that maximise their physical and mental wellbeing to live independently with dignity, as well as being engaged with their local community. This included a pilot program called '*Growing Older and Living Well*' which was run from November 2024 to June 2025.

Seniors Festival recognises the contribution of older people in our community

Council marked the 2024 Victorian Seniors Festival with a Wellbeing Luncheon in November, which celebrated the diverse contributions of people over the age of 60 (over 26,000 people in Maroondah) and provided a social setting for participants to connect with new and old friends. As part of the festival, Council organised a Seniors Expo to provide local residents with an opportunity to explore opportunities available in Maroondah. The expo served as a platform for community groups and service providers to showcase their services and engage with older people about the support services available.

GenConnect promotes intergenerational community connection

The GenConnect program enables socially isolated older people to volunteer at Maroondah's Occasional Care service on a weekly basis. This intergenerational program allows people to engage meaningfully with children, fostering social connections and developing friendships for both generations.

Advocacy for social and affordable housing

Council partnered with five other Eastern Region Councils in the Eastern Affordable Housing Alliance, which advocates for the most disadvantaged people in the Eastern Metropolitan Region having access to safe, secure, affordable housing. The advocacy focused on whole-of-government investment, with an aim of increasing the supply of social and affordable housing across the region. This advocacy involves providing advice on regional issues, to inform and assist government responses. The network also partners with government on the development of relevant policy, planning, strategy and investment decisions. Formal Council representation in this alliance concluded in December 2024.

Regional Local Government Homelessness and Social Housing Charter

The Regional Local Government Homelessness and Social Housing Charter Group consists of 13 councils across eastern and southern Melbourne, working in partnership to address the urgent need for increased social housing, and a more effective, integrated and supported homelessness system. The Charter Group has worked on a series of messages to guide and boost support for increased social housing, informed by community focus groups, and people with lived experience of homelessness. The Group undertook a community survey with 1200 people participating to develop a Guide which was released in August 2024.

Working towards a diverse community

Development of a new Reconciliation Plan

The Maroondah Reconciliation Partnership Group is guiding the development of a new Reconciliation Plan. A First Peoples consultant, Karen Milward AM has been engaged to lead Council's engagement with key stakeholders and First Peoples. The Reconciliation Plan will be drafted and presented to Council for consideration later in 2025.

Maroondah celebrates National Reconciliation Week

Maroondah celebrated and recognised National Reconciliation Week in May 2025 with a community event at Ringwood Town Square and Realm. Delivered in partnership with Mullum Mullum Indigenous Gathering Place, Mullum Creations, Your Library and Eastland, the event featured an Acknowledgement of Country, Smoking Ceremony, didgeridoo performance, and Mullum Market featuring First Peoples arts and culture, as well as food and children's activities. The *Marrup Biik* exhibition, developed by Simone Thompson, in collaboration with PixALL, was also held at ArtSpace in Realm during this week, and Council employees held a fundraising event to support the programs of the Victorian Aboriginal Child Care Agency.

Aboriginal and Torres Strait Islander cultural awareness at Maroondah Occasional Care

Maroondah Occasional Care is developing their sixth Reconciliation Action Plan in collaboration with Narragunnawali and members of the Aboriginal and Torres Strait Islander communities. The Reconciliation Action Plan guides Maroondah Occasional Care's practice and identifies areas for improvement within the service. Maroondah Occasional Care celebrated National Reconciliation Week 2025 with an Australia-wide Sea of Hearts activity. Children and families attending Maroondah Occasional Care, as well as the wider community, made hearts to describe what reconciliation means to them, which will form an art installation within the service.

Kindergarten Outreach Program bridging the language gap

Council's Kindergarten Outreach Program supports children and families from culturally and linguistically diverse (CALD) backgrounds to enrol and participate in kindergarten. The program supports those who have recently arrived in Australia to participate in three and four-year-old kindergarten, engage in early childhood support services, and transition to primary school. The team supports families to navigate a range of required documents, including enrolment forms, identity documents, and Medicare and Centrelink forms. It also provides translation assistance and connects families with local schools, supported playgroup, maternal child and health services, and refugee support services.

Supported playgroups and parent education sessions for culturally diverse groups

Council delivers supported playgroups which encourage social connections, increase confidence in parenting and encourage integration into the wider community. These playgroups provide parents with an opportunity to connect and enhance relationships with their children, in a safe, inclusive group setting, with a facilitator who has completed specialist training through the Department of Education. Outcomes include improved mental health for parents and children; increased confidence regarding social interactions; increased knowledge when seeking community support; and reduced social isolation.

Burmese Storytime and Play

Council works in partnership program with Ringwood Church of Christ to facilitate the Burmese Storytime and Play program. Facilitated by early childhood professionals, with funding from the Department of Health, the program works with Burmese families with children aged 0 to 5 years. Burmese dialects are spoken as well as English, with the sessions providing information for parents and care givers to support the health and wellbeing of the whole family through storytime, craft, music, group activities, play, socialisation and guest speakers.

Mature Rainbows peer social support group for people 50 years or over

Mature Rainbows was established by Council in March 2022 for community members aged 50 and above. The group offers a safe and supportive environment and facilitates the development of meaningful relationships, with some connections extending beyond the scheduled fortnightly group meetings. The impact of Mature Rainbows has been profound. Members have forged deep bonds, overcome feelings of isolation, and discovered a safe and supportive environment where they can express their authentic selves. The strong sense of community within the group has fostered the formation of friendships, the exploration of new interests and activities, and the sharing of talents and stories that highlight the diversity and vibrancy of the LGBTI+ community. This LGBTI+ peer support group now operates independent of Council support.

Programs to support diversity across young people

Council delivered two programs for young people – one for 10 to 13 year olds and one for 14 to 18 year olds, which provided a welcoming and safe space for all, including LGBTIQA+ young people. Both groups met fortnightly to talk about factors impacting them, build strong peer connections and engage in a range of activities such as trivia, cooking, team competitions and craft.

Council Celebrates IDAHOBIT Day

Council prides itself on being an inclusive and supportive organisation, with a commitment to promoting gender equality and gender diversity. In May 2025, Council proudly celebrated IDAHOBIT Day (International Day Against Homophobia, Biphobia, Interphobia & Transphobia) and our LGBTIQA+ local community through its various social media channels, as well as with Council employees, across multiple sites. Two employees from Council's LGBTIQA+ network shared their experience and passion for working with and supporting LGBTIQA+ colleagues and community members, as well as shining a light on the challenges currently faced by the transgender community globally. Employees were also given the opportunity to learn more about LGBTIQA+ history in Australia through a history timeline activity.

Poolside Pride event at Aquanation

Poolside Pride for the LGBTIQA+ community was held for a third year at Aquanation, in February 2025. LGBTIQA+ people of all ages, their friends, families and allies all enjoyed the event, which had food trucks, live entertainment, market stalls and free fitness classes, as well as an exclusive outdoor chill out space for event attendees.



An inclusive and diverse community

Our key services

Council delivers a range of services aimed at promoting an inclusive and diverse community.

Aged and Disability Services (Community Services)

- Meals on Wheels
- Support for vulnerable persons
- National Disability Insurance Scheme navigation and advocacy support
- Maroondah Seniors Register
- Positive ageing planning and support
- Volunteering opportunities

Community Wellbeing (City Futures)

- Community capacity building
- Croydon Community Wellbeing Precinct planning and coordination
- Mental health and wellbeing promotion
- Social research and policy development
- Social strategic planning and implementation (including public health and wellbeing)

Community Development (City Futures)

- Community grants program
- Community houses support
- Community gardens support
- Community safety initiatives
- Disability action planning and implementation
- Disability and carer support and advocacy
- Family and gender-based violence prevention
- First Peoples reconciliation
- Marginalised groups support and advocacy

Youth and Children's Services (Community Services)

- Child safety oversight
- Maroondah Occasional Care
- Children and family community events
- Early Childhood services facility management
- Kindergarten support
- Early childhood sector professional learning programs
- Outreach and support for families that have recently arrived in Australia to enrol and participate in early childhood education
- Parenting information sessions and resources
- Youth centre provision and coordination
- Youth programs, support services and events
- Student wellbeing programs and partnerships
- Professional youth worker networks
- Positive Education supporting student and staff wellbeing in local schools



Meals on Wheels volunteers.



Customer service at Realm, Ringwood.



A well governed and empowered community

Our vision

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

Our commitments

Working towards a well governed and empowered community, nine priority actions were identified for delivery in the *Council Plan 2021-2025 (2024/25 Update)*.

Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the Australian and Victorian Government elections in 2024/25 and 2026/27 respectively.

Artist impression



Status: In progress

Responsibility: Executive Office

During 2024/25, Council continued its advocacy to both the Australian and Victorian Governments to seek funding to address a range of key priorities for the benefit of the Maroondah community. Council has been successful in receiving Australian Government funding of \$7.5 million for Stage 3 of the Croydon Community Wellbeing Precinct (CCWP) and \$7.5 million for the Croydon Main Street revitalisation project. Stage 2 of the Revitalising Tarralla Creek project was also funded with \$10 million from the Australian Government and \$20 million from Melbourne Water. The Victorian Government provided \$1 million towards the new Croydon Library as part of the CCWP.

In the lead up to the Federal election in May 2025, Council received a number of commitments from both the Liberal and Labor candidates totalling \$22 million. Following the outcome of the election, Council will complete a funding agreement for \$2 million towards the redevelopment of the North Ringwood Reserve pavilion.

Engage the community in developing a new Community Vision and prepare the Council Plan 2025-2029 following election of a new Council



Status: Complete

Responsibility: Chief Financial Office

During 2024/25, Council considered over 9800 responses from our diverse community, including businesses, community leaders and other identified key stakeholders, recommendations from the Maroondah Community Panel, and research into emerging trends, opportunities and challenges, to set the future direction for Maroondah.

The *Maroondah 2050 - Our future together* Community Vision was adopted by Council on 26 May 2025 and describes our community's aspirations for the future of Maroondah, looking ahead to the year 2050. It provides a roadmap for the community, Council, local organisations and businesses, as well as other levels of government, to work in partnership to create a future that further enhances Maroondah as a great place to live, work, play and visit. The *Council Plan 2025-2029* was adopted by Council on 30 June 2025 and describes the objectives, strategies, initiatives, services, and performance indicators of Council in working towards the Maroondah 2050 Community Vision.

Develop the Customer Service Strategy 2025-2029 to continue to advance Council's commitment to be highly responsive and customer-focused



Status: In progress

Responsibility: People and Places

Council is developing a new customer service strategy following community consultation in mid-2024. Development of the revised strategy will continue into 2025/26 with a focus on best practice service delivery, including the connection between changing customer expectations; advancing technology; the need to maintain strong customer engagement; and the provision of meaningful experiences. The draft Strategy is expected to be placed on public exhibition in September 2025.

Implement the Council Caretaker Policy for the Council election in October 2024 and transition to the new Council following the election



Status: Complete

Responsibility: Chief Financial Office

Council's *Election Period Policy* was revised in July 2024 ahead of the Election Period, which commenced on 17 September 2024. All Council activities during the Election Period were undertaken in accordance with this Policy.

Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2024 for the 2024-2028 period



In Victoria, Councillors are elected in local government elections conducted by the Victorian Electoral Commission (VEC) for a four-year term. Council worked closely with the VEC to coordinate the local government elections held on 26 October 2024. The election was declared and the new Councillors were sworn into office on 11 November 2024. The next general election for Council will be held on 28 October 2028.

Status: Complete

Responsibility: Chief Financial Office

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



A process is underway to ensure Council's advisory committees for the 2025-2029 Council Term are aligned with the priorities identified by the Maroondah community during the Maroondah 2050 Community Vision process. Council's advisory committees provide advice and recommendations to Council on matters relating to the delivery of strategies, services and activities.

Status: In progress

Responsibility: Chief Financial Office

Develop a strategy for Connected Communities involving digitising metrics to understand and respond efficiently to community needs



The *Connected Community Strategic Plan 2025-2028* has been adopted. Projects actively underway include an Infrastructure Platform as a Service, Enterprise Resource Planning initiative, as well as reviewing existing Internet of Things sensor projects.

Status: Complete

Responsibility: Chief Financial Office

Undertake a review of a range of Council technological systems



Status: In progress

Responsibility: Chief Financial Office

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.

Evolve organisational capacity and implement systems to minimise risks to cybersecurity impacts



Status: In progress

Responsibility: Chief Financial Office

Ongoing security hardening and additional controls have been implemented to minimise cybersecurity impacts including: external penetration tests; implementation of face-to-face instructor-led training for casual staff; and the implementation of artificial intelligence software into the Security Incident and Event Management systems.

Council has engaged a 24/7 external third-party Security Operations Centre to continually monitor for potential security incidents. Ongoing security tasks completed include annual black box penetration tests, ongoing system decommissions and ongoing security hardening procedures, including Domain-based Message Authentication, Reporting and Conformance Domain Keys Identified Mail. Ongoing audits are occurring as per established cadence. Ongoing reviews and audits in the Business Continuity Planning and Disaster Recovery space are taking place, as well as the ongoing decommissioning of legacy systems, protocols and features which are deprecated and no longer supported.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Community satisfaction with council (overall performance)	Increase	65	66	64	65
Community satisfaction with council decisions	Increase	59	60*	58	59
Net result	> 0%	16.72%	7.31%	3.57%	9.34%
Liquidity ratio	> 1.0	1.62	1.40	1.50	2.01
Internal financing	> 100%	198.88%	131.46%	197.96%	113.8%
Indebtedness	≤ 40%	12.73%	15.61%	27.02%	40.14%
Capital replacement ratio	> 1.5	1.94	1.40	1.61	1.89
Renewal gap ratio	> 1.0	0.92	0.95	1.39	1.35
Community satisfaction with Council customer service	Increase	74	74	73	72
Community satisfaction with consultation and engagement	Increase	58	59	56	59
Community satisfaction with Council informing the community	Increase	65	67	64	62
Community satisfaction with Council lobbying on behalf of the community	Increase	57	58	57	56

The full suite of community indicators of progress is available in the table on page 121

* Corrected result

Service delivery performance measures

Indicator/Measure	Goal	Actual 2024/25	Actual 2023/24	Actual 2022/23	Actual 2021/22
Expenses per property assessment	\$3557	\$3165	\$2991	\$3124	\$2908
Average rate per property assessment	\$1723	\$1715	\$1655	\$1611	\$1601
Average liabilities per property assessment	\$1126	\$1617	\$1825	\$2003	\$1912



Maroondah Festival, Croydon.



A well governed and empowered community

Our achievements

In working towards a well governed and empowered community, Council has also undertaken a wide range of other activities. Highlights from the past year are detailed below.

Working towards a well governed community

Development of a Communications Strategy

Council has commenced development of its first Communications Strategy which informs how, when, and what Council communicates, while also establishing a framework to ensure the provision of effective and accessible communications to the Maroondah community. The development of the Strategy included both community and organisational engagement, benchmarking and desktop research. A draft *Communications Strategy 2025-2029* was placed on community exhibition during May and June 2025 and will be presented to Council for adoption in late 2025.

Development of a new Domestic Animal Management Plan

Under the *Domestic Animals Act 1994*, all Victorian councils are required to have a Domestic Animal Management Plan which must be renewed every four years. Council commenced extensive community engagement in March 2025 to prepare the new 2026-2029 Plan. Engagement has been undertaken via a Your Say Maroondah survey, a range of popup activities in various community spaces/places, including a Dogs' Day Out event at Parkwood Dog Park, and with both Council employees and the broader community.

Some of the implementation activities undertaken during the past year relating to the current Plan include a microchip cross referencing project and a review of Council's annual animal renewal registration process. A draft Domestic Animal Management Plan will be placed on community exhibition in late 2025.

High level of service delivery in Statutory Planning maintained

Council has continued to deliver a high percentage of Statutory Planning decisions within the specified timeframes. During the 2024/25 period, less than 10 percent of Council decisions were set aside by the Victorian Civil and Administrative Tribunal (VCAT). Council's consistent decision making, in accordance with the planning scheme, continues to be supported by the Tribunal.

Implementation of Housing Reform

As a result of the release of the Victorian Government's Housing Statement, new systems and processes have been created to implement a number of the planning reform changes such as the new Low Rise and Townhouse Code and Housing Choice and Transport Zone (HCTZ). The systems ensure compliance with new statutory requirements and supports applicants and the community through new planning processes.

Improved immunisation booking and management system

Council introduced a new online immunisation booking and management system (Vitavo). This easy-to-use platform allows for automated reporting to the Australian Immunisation Register, reminder notifications, a pre-immunisation checklist via email, and appointment rescheduling options, which both enhanced and streamlined the process for the community. Further enhancements, to increase school vaccination consent return rates will be considered in the future.

Launched our first Customer Experience Community of Practice

Following the completion of the Mad, Bad, Sad, Tears, Abuse, and Threats (MBSTAT) Train the Trainer course, a Customer Experience Community of Practice was established. The group consists of employees from across the organisation who are employed in key customer facing roles. The group will continue to support the delivery of MBSTAT training across the organisation, as well as meeting regularly to collaborate, share knowledge and experiences and undertake further professional development.

Continued operation of the Community Engagement Community of Practice

Following the first meeting in June 2024, the Maroondah Community Engagement Community of Practice has continued to foster collaboration, knowledge sharing and professional development among Council departments involved in community engagement activities. The Community of Practice is a platform for teams to exchange ideas, best practice examples, support needs, knowledge and resources, thereby ultimately enhancing the effectiveness of community engagement practice and efforts across Council and in the community.

Implementation of Council's risk management framework

Council has continued to implement its comprehensive *Risk Management Framework* to mitigate enterprise-wide risks, including fraud and corruption, and to ensure compliance with the relevant legislation. In 2024/25, a key focus has involved business continuity planning across Council services as well as reviewing risk policies and processes in relation to privacy, fraud and corruption, freedom of information, personal interest returns, and public interest disclosures. Council also continued to deliver its internal audit program with a focus on rates and rating and statutory planning.

Workforce Plan 2021-2025

Council's Workforce Plan aims to ensure that a sufficient and appropriate alignment exists between Council's workforce, that is, the work Council undertakes, and its overall organisational objectives. The Plan also aims to identify the key sources of organisational demand for human resources along with the skills and capability that are required to maintain ongoing service delivery to the community. Implementation activities have continued across the entire 2021-2025 period.

Continued implementation of the Team Dynamics Program

The Team Dynamics Program implemented at Council is built on the premise that the combined power of a group of people, when they are working together, is greater than the total power achieved by each working separately. This is part of Council's tri-level Psychological Safety program which last year comprised of the Team Dynamics program held between August and November 2024 for specific teams. This program has been developed in partnership with Swinburne University with a focus on increasing team cohesion and performance. Throughout the year, eight teams comprising of 187 employees participated in the program.

Launched a new Intranet

In April 2025, Council launched a new Intranet platform designed to elevate employee's digital experience by simplifying and streamlining daily tasks. This well-functioning intranet ensures easy access to essential resources, empowering employees with the information they need to perform their roles effectively and efficiently. Utilising this innovative intranet platform has fostered a more connected, collaborative, and supportive working environment.

Expanded AI service offerings

Previously, Council initiated and implemented a pilot project involving the provision of ChatGPT functionality to Council service areas. The tool enables appropriate mechanisms to monitor, control and secure Council's data, and Council can appropriately monitor use of the system. To support implementation, a Policy and Community of Practice was established to provide guidelines on the appropriate and safe use of this technology. As a result, Council was one of the early leaders in the local government space in delivering AI tools. Council has initiated a project to upgrade Council's existing ChatGPT features, apply later AI models, and empower users to create their own custom ChatBots by simplifying AI prompts and context setting. Council has also commenced a trial of Microsoft CoPilot technologies for features such as automated minute taking, project planning, and executive administration.

Extended hybrid meeting room technology

In 2024/25, Council delivered innovative hybrid meeting room technology at Realm, which is integrated with Council's software systems. This technology uses smart microphone and camera technology to automatically focus on people speaking in the rooms and provides excellent sound and picture quality. These rooms are extensively utilised, particularly for key hybrid meetings. Council also implemented additional hybrid meeting spaces/rooms, as well as upgrading the executive boardroom space.

Delivered cost efficiencies: hardware lifecycle renewal

Council has extended the duration of its hardware lifecycle management programs, placing desktop, laptop and client computing devices on a four-year cycle instead of three, and moving switching and networking gear to a five-year cycle instead of three. This allows Council to realise cost savings in the short term, as well as in the Financial Plan, while maximising the investment in current hardware, and ensuring Council's computing equipment is fit for purpose.



National Tree Planting Day.

Working towards an empowered community

Community Grants Funding Program

A total of 90 Maroondah not-for-profit community groups and organisations shared in Council's community grant funding during 2024/25, to support the delivery of programs, projects and events in Maroondah. Areas of high demand include support to emergency relief activities and mental health programs. Funding was also provided for a range of programs that support children, young people, older people, disability groups, and culturally and linguistically diverse (CALD) communities.

Arts and Cultural Grants Program

A total of seven community-driven projects, initiatives and/or events were supported as part of Council's Arts and Cultural Grants Program in 2024/25. The successful applicants (groups and/or artists) provided a project or program which contributed to an increase in community participation in arts and cultural activities and strengthened the identity and profile of the arts in Maroondah.

Community engagement to inform a range of projects

Council's commitment to community engagement is reflected in its Community Engagement Policy and toolkit, which was endorsed by Council in March 2021. The Policy adheres to the International Association of Public Participation (IAP2) principles, considered the best-practice benchmark for the community engagement sector. Over the past 12 months, Council undertook less community engagement activities due to the Election Period which was in place in the lead up to local government elections in October 2024.

Key projects undertaken by Council that involved community engagement in 2024/25 ranged from enhancement plans, infrastructure projects, and strategy and policy development. Projects included the: Road Management Plan; Communications Strategy; Customer Experience Strategy; Sports Demand Analysis; Domestic Animal Management Plan; Climate Change Plan; Liveable Neighbourhood Plans; Bicycle Plan Network Review; Council Plan; Asset Plan; Financial Plan; Revenue and Rating Plan; Proposed Budget; Public Art Policy, Street Tree Renewal for Golf Links Estate and Street Tree Renewal for Golden Ridge; and Kilsyth/Croydon precinct and Croydon Main Street Revitalisation.

Volunteer Recognition Function and Bill Wilkins Award event

Council's volunteers are thanked at a Volunteer Recognition Function in December each year, acknowledging the important service they provide to the Maroondah community. At the 2024 event, Council presented the annual Bill Wilkins Volunteer Award to Marrianne Fry in recognition of her 60 years of volunteering service in Maroondah, primarily as a Joey Scout Leader and for her 21 years of service to the Ringwood Swimming Club. The award is named in honour of Bill Wilkins a long-term Maroondah volunteer and Freeman of the City. It is presented in honour of those volunteers who inspire and embody the spirit of volunteerism through their exemplary contribution to the community. The event also recognised Council volunteers who reached significant service milestones in 2024, with 30 volunteers contributing a combined 540 years of service, including one volunteer recognised for 40 years of service.

National Volunteer Week event

A breakfast event was held during National Volunteer Week in May, to express gratitude to Council's volunteers for their invaluable contributions and positive impacts on the community, service areas, and the wider organisation. The event was held at the Glen Park Oaks Community Garden and was attended by over 50 volunteers from Council's various programs including Bushland, Social Support, Meals on Wheels, L2P, the Maroondah Seniors Register, and volunteers from the community garden itself.

Maroondah Youth Wellbeing Advocates program

The Maroondah Youth Wellbeing Advocates (MYWA) program, aims to facilitate two-way engagement between Maroondah's young people (aged 15-25) and Council on matters affecting them and their communities, with a specific focus on youth wellbeing. It continued from June to December 2024, with the support of the Victorian Government's Engage! grants program. The MYWA group offered insights to support the development and implementation of several Council Plan initiatives. These included the Maroondah Reconciliation Plan, the Maroondah 2050 Community Vision, Virtual Child Safety Training for volunteers, Youth Services program and employment induction processes, and the new Croydon Cultural Hub within the Croydon Community Wellbeing Precinct.

Council was not successful in securing further Engage! funding, leading to a six-month hiatus from January to June 2025. During this period, the program model was reviewed and updated, with codesign input from a diverse group of 12 young people from Maroondah. Recruitment for the revised program took place in May to June 2025, with the program scheduled to commence in July 2025. The new program will include 16 young people and emphasise personal development, in addition providing a consultative group for Council.

Launched a new Generative AI Chat function

In June 2025, Council expanded its usage of a new Generative AI Chat function. Our community can now live chat via Council's website, 24 hours a day, seven days a week. The tool enables information from our website to assist people with their online enquiries. This service complements our existing Live Chat service model, which is monitored by the Customer Service team members during business hours.

Development of new customer service knowledge system

Council launched a new online knowledge management system in April 2025 using the SharePoint platform. The updated toolkit has improved how Council's customer service function communicates internal knowledge and supports first point of contact resolution across Council services. Council aims to provide a seamless and connected experience for all people with customer service employees having the knowledge and information to manage and direct all Council enquiries efficiently and effectively.

Connecting through social media

Council's 28 social media channels continue to connect with our community. More than 74,000 people are following Council's social media accounts including Facebook, LinkedIn and Instagram. During 2024/25, there was over 6.3 million impressions (the number of times on social media the content was seen) and over 309,000 engagements with the community through these platforms. These figures were impacted during the Election Period in the lead up to local government elections in October 2024 due to regulatory limitations on Council's ability to communicate on social media during this time.

Redevelopment of Council websites

Planning for a redeveloped BizHub Maroondah website has commenced and will be implemented in 2025/26. The planning for a review and refresh of the Maroondah Leisure website has also commenced and will continue in 2025/26. These continued upgrades to our online channels will ensure information on Council services remain engaging, up-to-date and helpful to the Maroondah community.



Run Maroondah at HE Parker Reserve, Heathmont.



A well governed and empowered community

Our key services

Council delivers a broad range of services aimed at promoting a well governed and empowered community.

Communications and Engagement (Communications and Citizen Experience)

- Community communication planning and delivery
- Community engagement planning and delivery
- Maroondah News and other Council eNewsletters distribution (print and digital)
- Internal communication
- Promotion, branding and marketing
- Reputation and media management

Digital and Online (Communications and Citizen Experience)

- Council websites and intranet development and management
- Council social media management
- Electronic direct mail management
- Graphic design and brand management
- Signage and digital display design
- Multimedia and photography
- Reporting and analytics
- Surveys and forms
- Digital asset management

Customer Service (Communications and Citizen Experience)

- In-person customer service and cashiering at Council's service centres (Realm and Croydon Library)
- Telephone and online (email, SMS, live chat, social media) customer service
- Complaints handling

Corporate Planning, Risk and Information (Governance and Performance)

- Community Vision development and implementation
- Council Plan development and implementation
- Service delivery planning facilitation
- Annual Report preparation
- Performance reporting and monitoring of relevant strategic plans and policies
- Local Government Performance Reporting Framework coordination
- Integrated planning and reporting framework implementation
- Strategy and policy development and facilitation

Risk Management (Governance and Performance)

- Risk registers coordination/administration
- Claims and insurance management
- Internal audit coordination
- Business continuity planning
- Fraud mitigation
- Information privacy management in accordance with the *Privacy and Data Protection Act 2014*
- Freedom of Information coordination
- Protected Disclosure Act coordination
- Personal Interest Returns coordination
- Payment Card Industry Data Security Standard compliance
- Privacy Act compliance and advice

**Information Management
(Governance and Performance)**

- Records management coordination
- Corporate record keeping system administration
- Mail receipt and distribution
- Record lifecycle archiving

Cyber and Technology

- Information and communication technology (ICT) infrastructure
- ICT service desk support
- ICT project management
- ICT consultation and service review
- Cybersecurity
- Network and server infrastructure
- Software applications
- Video and audio calling systems
- Enterprise resource planning
- Business analysis and process improvement

Executive Office

- Mayor and Councillor support
- Executive support
- Stakeholder and government relations
- Advocacy
- Civic events
- Awards

Financial Accounting (Finance and Commercial)

- Financial accounting
- Financial Statements preparation
- Treasury accounting, including borrowings and investments
- Tax reporting and compliance
- Strategic project analysis
- Financial and cost-benefit guidance
- Accounts payable

**Management Accounting and Payroll
(Finance and Commercial)**

- Financial planning, budgeting, and forecasting
- Financial monitoring and reporting
- Grant management and acquittals
- Payroll management

**Property, Revenue and Valuation Services
(Finance and Commercial)**

- Rates and charges generation and collection
- Accounts receivable and sundry debtor billing
- Debt recovery
- Ownership, name, and address maintenance
- Annual and supplementary valuations
- Emergency Services and Volunteers Fund
- Pension concessions
- Electoral roll production
- Council's land portfolio management
- Reconciliation of geographic information system database
- Street addressing
- Facilitation of strategic commercial opportunities
- Access over Council land

Governance (Governance and Performance)

- Council meeting coordination
- Citizenship ceremony coordination
- Council advisory committee administrative support
- Civic event coordination
- Governance policy development and implementation
- Local government election support

Procurement (Governance and Performance)

- Purchasing and tendering coordination
- Procurement policy implementation, monitoring and reporting
- Contract administration

Realm Operations (Governance and Performance)

- Realm facility operations
- Civic and ceremonial function support



A safe, healthy and active community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Percentage of Maroondah residents who agree that they feel safe when walking alone at night	2014/15	47.0% ¹	Increase
	Offence rate per 100,000 population in Maroondah	2024/25	7509.9 ²	Decrease
	Percentage of Maroondah residents reporting their health as very good or excellent	2024/25	39.4% ³	Increase
	Subjective Wellbeing Index for Maroondah residents	2014/15	76.6% ¹	Increase
	Maroondah resident satisfaction with life as a whole	2024/25	73.2% ³	Increase
	Percentage of Maroondah residents who are sufficiently physically active	2016/17	58.0% ⁴	Increase
Service Delivery Performance Measures	Attendance at Council aquatic and leisure facilities as a proportion of the residential population	2024/25	10.80 ⁵	Increase
	Delivered meals	2024/25	40,989 ⁵	As per requirements
	Participation in 4-week key age and stage Maternal and Child Health visit	2024/25	98.00% ⁵	90-110%
	Site assessments/visitations to registered food/health premises	2024	1811 ⁶	As per requirements
	Community satisfaction with enforcement of local laws	2024/25	64 ⁷	Increase
	Community satisfaction with emergency and disaster management	2024/25	67 ⁷	Increase

¹ VicHealth Indicators Survey 2015

² Crime Statistics Agency – recorded offences year ending March 2025

³ Victorian Population Health Survey 2023

⁴ Victorian Population Health Survey 2017

⁵ Internal data as at 30 June 2025

⁶ Internal data as at 31 December 2024

⁷ Local Government Community Satisfaction Survey 2025



A prosperous and learning community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Unemployment rate for Maroondah	2024/25	4.0% ¹	Decrease
	Economic output for Maroondah	2024/25	\$21.92B ²	Increase
	Number of businesses in Maroondah	2024/25	10,136 ³	Increase
	Herfindahl Index for Maroondah	2024/25	2028 ⁴	Decrease
	Median weekly household income in Maroondah	2021/22	\$1866 ⁵	Increase
	Percentage of preschool aged children in Maroondah attending a government funded kindergarten service	2022/23	88.9% ⁶	Increase
	Maroondah school leavers actively undertaking education, training or employment	2020/21	95.4% ⁷	Increase
	Percentage of Maroondah residents with Bachelor or higher degree	2021/22	30.1% ⁵	Increase
Service Delivery Performance Measures	Participant satisfaction with business support workshops	2024/25	98.0% ⁸	Increase
	Increase business skills and networking achieved through BizMonth activities	2024/25	92.0% ⁸	Increase
	Active library borrowers in Maroondah	2024/25	39.22% ⁹	Increase
	Value of non-residential building approvals	2024/25	\$197.6M ¹⁰	Increase

¹ Jobs and Skills Australia, Small Area Labour Markets (SALM) March Quarter 2025

² Remplan Output Report Maroondah Release 2 2024

³ ABS Counts of Australian Businesses including Entries and Exits July 2020 – June 2024

⁴ Internal calculation using Remplan Output Report Maroondah Release 2 2024 data

⁵ ABS Census 2021

⁶ Victorian Child and Adolescent Monitoring System (VCAMS) Indicator 4.3b 2022

⁷ On Track survey 2021

⁸ Internal data as at 30 June 2025

⁹ Your Library data as at 30 June 2025

¹⁰ ABS Building Approvals 2024/25



A vibrant and culturally rich community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Visitors to the Ringwood arts precinct (ArtSpace at Realm, Maroondah Federation Estate) and Wyreena	2024/25	241,005 ¹	Increase
	Participants in arts and culture activities in the Ringwood arts precinct and Wyreena	2024/25	8024 ¹	Increase
	Individual Maroondah artists/arts and cultural groups supported to produce and present their work	2024/25	200 ¹	Increase
	Local artists/community members participating in arts networks and related events	2024/25	447 ¹	Increase
Service Delivery Performance Measures	Attendance at Karralyka	2024/25	91,323 ¹	Increase
	Arts and Cultural Grants Program recipients	2024/25	7 ¹	Maintain
	Community satisfaction with community and cultural activities	2024/25	72 ²	Increase

¹ Internal data as at 30 June 2025

² Local Government Community Satisfaction Survey 2025



A clean, green and sustainable community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill	2024/25	57.52% ¹	Increase
	Maroondah's tree canopy cover	2024/25	32.5% ¹	Maintain
	Total area of natural habitat in Maroondah (hectares)	2024/25	618.8 ¹	Maintain
	Council's greenhouse gas emissions	2024/25	7801 ²	Decrease
	Community perception of Council's performance in relation to environmental sustainability	2024/25	67 ³	Increase
Service Delivery Performance Measures	Tree planting within Maroondah (bushland, street and parks trees only)	2024/25	44,360 ¹	Increase
	Potable water consumption (kL)	2024/25	185,035 ¹	Decrease
	Community satisfaction with waste management	2024/25	74 ³	Increase

¹ Internal data as at 30 June 2025

² Maroondah City Council Climate Active Public Disclosure Statement 2023/24

³ Local Government Community Satisfaction Survey 2025



An accessible and connected community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Percentage of households / dwellings that are within 200 metres of a bicycle facility and/or 400 metres of a bus and/or 800 metres of a train station	2024/25	89.2% ¹	Increase
	Daily average commute time of a Maroondah resident	2020/21	23.5 min ²	Decrease
	Daily number of public transport services operating in Maroondah	2024/25	1621 ¹	Increase
	Percentage of journeys (for all purposes) by Maroondah residents using sustainable transport (public transport, walking, cycling)	2021/22	18.6% ²	Increase
	Kilometres of bicycle lanes and shared paths in Maroondah	2024/25	99 ¹	Increase
	Average number of cars owned by a Maroondah household	2021/22	1.67 ³	Decrease
	Average Maroondah Pavement Condition Index	2024/25	7.72 ¹	6-8
	Kilometres of constructed footpaths in Maroondah's Principle Pedestrian Network	2024/25	3.82 ¹	Increase
Service Delivery Performance Measures	Sealed local roads maintained to condition standards	2024/25	96.83% ¹	Maintain
	Community satisfaction with local streets and footpaths	2024/25	55 ⁴	Increase
	Community satisfaction with traffic management	2024/25	55 ⁴	Increase

¹ Internal data as at 30 June 2025

² Victorian Integrated Survey of Travel & Activity (VISTA) – LGA Profiler – 2008 to 2020

³ Internal calculation using ABS Census 2021 data

⁴ Local Government Community Satisfaction Survey 2025



An attractive, thriving and well built community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Public open space in Maroondah (hectares)	2024/25	649 ¹	Maintain
	Community satisfaction with the appearance of public areas	2024/25	68 ²	Increase
	Community satisfaction with Council's general town planning policy	2024/25	57 ²	Increase
	Maroondah population per square kilometre	2024/25	1945 ³	N/A
	Community satisfaction with planning for population growth	Future Measure		
	RMIT Liveability Index rating	2024/25	99.0 ⁴	Increase
	Percentage of Maroondah residents that work in Maroondah	2021/22	26.5% ⁵	Increase
	Percentage of residential properties in Maroondah at risk of flooding	2019/20	8.9% ¹	Decrease
	Council building projects achieve minimum 5 Star certified (\$5m+) or equivalent (\$3m-5m) Green Star - Design & As Built rating	Future Measure		
Service Delivery Performance Measures	Asset renewal and upgrade compared to depreciation	2024/25	92.11% ¹	114.60%
	Planning applications assessed within statutory timeframes	2024/25	85.83% ¹	≥ 80%

¹ Internal data as at 30 June 2025

² Local Government Community Satisfaction Survey 2025

³ Sourced from material compiled and presented by .id (informed decisions) <https://id.com.au>

⁴ Australian Urban Observatory Liveability Index 2024

⁵ ABS Census 2021



An inclusive and diverse community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Percentage of Maroondah households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on housing costs	2015/16	10.2% ¹	Decrease
	Percentage of private rental properties in Maroondah that are affordable to people on statutory incomes	2024/25	1.3% ²	Increase
	Relative Socio-Economic Disadvantage of Maroondah	2022/23	9 ³	Increase
	Percentage of Maroondah residents who agree people are willing to help in their neighbourhood	2014/15	96.8% ⁴	Increase
	Percentage of Maroondah residents who agree they live in a close-knit neighbourhood	2014/15	91.9% ⁴	Increase
	Percentage of Maroondah residents who agree people in their neighbourhood can be trusted	2021/22	89.5% ⁵	Increase
	Percentage of residents who actively volunteer	2021/22	14.8% ³	Increase
	Number of migrants and refugees settling in Maroondah	2024/25	417 ⁶	N/A
Service Delivery Performance Measures	Community Grants Funding Program recipients	2024/25	90 ⁷	Maintain
	Number of volunteers engaged within the organisation	2024/25	434 ⁷	Increase
	Community satisfaction with family support services	2024/25	67 ⁸	Increase
	Community satisfaction with elderly support services	2024/25	65 ⁸	Increase
	Community satisfaction with disadvantaged support services	2024/25	61 ⁸	Increase

¹ ABS Census 2016

² Department of Families, Fairness and Housing Rental Report March 2025 Quarter

³ ABS Census 2021

⁴ VicHealth Indicators Survey 2015

⁵ Victorian Population Health Survey 2020

⁶ Department of Home Affairs Settlement Report Financial Year 2024/25

⁷ Internal data as at 30 June 2025

⁸ Local Government Community Satisfaction Survey 2025



A well governed and empowered community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Community satisfaction with council (overall performance)	2024/25	65 ¹	Increase
	Community satisfaction with council decisions	2024/25	59 ¹	Increase
	Net result	2024/25	16.72% ²	> 0%
	Liquidity ratio	2024/25	1.62 ²	> 1.0
	Internal financing	2024/25	198.88% ²	> 100%
	Indebtedness	2024/25	12.73%	≤40%
	Capital replacement ratio	2024/25	1.94 ²	> 1.5
	Renewal gap ratio	2024/25	0.92 ²	> 1.0
	Employee satisfaction	Future Measure		
	Community satisfaction with Council customer service	2024/25	74 ¹	Increase
	Community satisfaction with consultation and engagement	2024/25	58 ¹	Increase
	Community satisfaction with Council informing the community	2024/25	65 ¹	Increase
	Community satisfaction with Council lobbying on behalf of the community	2024/25	57 ¹	Increase
Service Delivery Performance Measures	Expenses per property assessment	2024/25	\$3165 ¹	\$3557
	Average rate per property assessment	2024/25	\$1715 ¹	\$1723
	Average liabilities per property assessment	2024/25	\$1617 ¹	\$1126

¹ Local Government Community Satisfaction Survey 2025

² Internal data as at 30 June 2025

Looking ahead

From 1 July 2025, the new Maroondah 2050 Community Vision and *Council Plan 2025-2029* will set the strategic direction for Council. *Maroondah 2050 - Our future together* describes our community's aspirations for the future of Maroondah, looking ahead to the year 2050. Our community's vision for Maroondah in 2050 is:

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

The Maroondah 2050 Community Vision brings together more than 9800 responses from our diverse community, recommendations of the Maroondah Community Panel, and research into emerging trends, opportunities and challenges to set the future direction for Maroondah.

It provides a roadmap for the community, Council, organisations and businesses, and all levels of

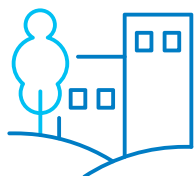
government, to work in partnership to shape a future that enhances Maroondah as a great place to live, work, play and visit.

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



A healthy, inclusive and connected community

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



A safe and liveable community

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



A green and sustainable community

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



A vibrant and prosperous community

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



A well governed and empowered community

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

The *Council Plan 2025-2029* is Maroondah City Council's medium-term strategy linking the local community's aspirations and priorities for the future of Maroondah, to the current and future work of Council.

The new four-year *Council Plan 2025-2029* is structured around the five future outcome areas of the Maroondah 2050 Community Vision. Priority actions for delivery by Council, as we work towards the Maroondah 2050 Community Vision, are outlined below.



A healthy, inclusive and connected community

- Determine Council's role in positive ageing and support for Maroondah's older people.
- Review, update and implement the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031* (including the Health and Wellbeing Action Plan).[^]
- Develop and implement Council's Reconciliation Plan.
- Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct.
- 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.
- 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.
- Design and construct the redevelopment of The Rings and Ringwood Golf (subject to funding).
- Design and construct the Quambee Reserve tennis redevelopment.
- 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.
- Design and construct the Croydon North Early Learning Centre (subject to funding).

[^]Action incorporates the Municipal Public Health and Wellbeing Plan as required under the *Public Health and Wellbeing Act 2008*



A safe and liveable community

- Construct the Ringwood Activity Centre Car Park.
- Develop and implement a liveable neighbourhoods strategy.
- Work in partnership with the Victorian Government to implement the objectives of Victoria's Housing Statement for the Ringwood Metropolitan Activity Centre.
- Undertake staged enhancements of the Ringwood Metropolitan Activity Centre including:
 - Maroondah Highway Boulevard (subject to funding)
 - Staley Gardens (subject to funding).
- Develop and implement masterplans for the Croydon and Ringwood East activity centres.
- Work in partnership to implement road improvement works at:
 - Eastfield Road, Railway Avenue and Morinda Street, Ringwood East
 - Holloway Road, Croydon North
 - Glenvale Road, Ringwood North.
- Implement technological advancements for car parking management within Maroondah.
- Undertake footpath construction in the Principal Pedestrian Network and progress renewal of the Mullum Mullum Creek shared trail.
- Advocate to the Australian and Victorian Governments for the provision of new and upgraded transportation infrastructure in Maroondah.



A green and sustainable community

- 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.
- Implement Council's *Sustainability Strategy 2022-2031*, including the development of a Climate Change Plan.
- Review, update and implement Council's *Waste, Litter and Resource Recovery Strategy 2020-2030*.
- Develop and implement a series of Biolink Action Plans that implement the Maroondah Habitat Connectivity Study.
- Work in partnership to deliver the staged implementation of the Reimagining Tarralla Creek project

Undertake flood mitigation works at:

- San Remo Road, Ringwood North
- Possum Lane, Heathmont
- Erica Crescent, Heathmont.
- Implement Council's annual streetscape enhancement program.



A vibrant and prosperous community

- Develop and implement Council's Creative Maroondah Strategy.
- Construct the staged redevelopment of Karralyka (subject to funding).
- 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.
- Identify and facilitate co-working opportunities and spaces in Maroondah.
- Work in partnership to explore, plan and implement a regional women in business program.
- Work in partnership to explore, plan and implement a regional business awards program.



A well governed and empowered community

- Implement the Maroondah 2050 Community Vision.
- Develop and implement Council's *Customer Service Strategy 2025-2029*.
- Develop and implement Council's Communications Strategy.
- Implement Council's *Property Management Strategy 2025-2029*.
- Review a range of Council's core technological systems and undertake the phased implementation of enterprise-wide replacement systems.
- Evolve organisational capacity and implement systems to minimise risks to cybersecurity impacts.
- Partner and advocate regionally with the Eastern Region Group of Councils to address common challenges and progress shared priorities.
- Advocate on key local issues on behalf of the Maroondah community in the lead up to the Victorian and Australian Government elections.
- Engage the community in undertaking a refresh of the Maroondah 2050 Community Vision and prepare the Council Plan 2029-2033 following election of a new Council.
- Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2028 for the 2028-2032 period.
- Implement the Council Election Period Policy for the Council election in October 2028, and transition to a new Council following the election.



Maroondah 2050 community consultation.

Corporate Governance

Maroondah City Council is constituted under the *Local Government Act 2020* (the Act) to provide democratic local government for the Maroondah community. The purpose and objective of Councils as well as the functions and powers of a local government are defined in the Act.

The *Local Government Act 2020* received Royal Assent on 24 March 2020 replacing the *Local Government Act 1989*.

Democratic governance in Maroondah is supported by policies and protocols associated with both the functions of Council and of Council employees.

Transparency in decision making

There are several underlying processes that contribute to Council's decision making; some of which are formal and structured, while others less formal. Formal decisions are made by Council at Council Meetings, by Council Officers or under formal powers of delegation. In this way Council's decision making remains transparent and accountable to the community.

Council Meetings

Council determines policy and makes other decisions at Council Meetings on a regular basis. Policies and budgets endorsed by Council provide the framework for the delivery of services and programs to the community and the framework for day-to-day operational decision making.

Council Officers provide advice and expertise to assist Council decision making. At formal Council Meetings, the CEO and Directors present written reports on matters requiring a Council decision. These reports make up the Council Meeting Agenda and provide background to, details of, and recommendations about each matter being considered.

Councillor Briefing sessions/workshops

Before making decisions at a Council Meeting, it is important that Councillors are provided with background information and context regarding the relevant issues. As a means of providing this information, Council holds briefings or workshops called Councillor Briefings. Councillors do not make any legally binding decisions in these informal forums.

These Briefing sessions provide an important forum for advice and discussion on complex issues facing the municipality in the lead up to formal decisions being made by Councillors at Council Meetings.

At Councillor Briefings, or outside these forums, Councillors have the opportunity to request additional information to assist in the decision making process. These briefing sessions, which are not open to the public, are also attended by Council Officers and sometimes consultants.

The sessions provide Councillors with a breadth of information relating to issues under consideration at a level of detail that would not be possible in an open Council meeting, where decision making related debate is governed by strict meeting procedures and time limits.

Councillor Briefings include both planned and scheduled meetings, comprising at least five Councillors and one member of Council staff, considering matters that are intended to be, or likely to be:

- the subject of a decision of the Council
- subject to the exercise of a delegated function, duty or power of Council.

Livestreaming of Council meetings

Livestreaming of Council Meetings commenced on 20 February 2017 to enhance processes and provide ratepayers with a greater opportunity to observe Council's decision making. Livestreaming of Council Meetings can be viewed online at www.maroondah.vic.gov.au/About-Council/Council-meetings/Live-streamed-Council-meetings

Community consultation

Council has a strong ongoing commitment to community engagement and ensuring that residents within the municipality are empowered to participate in the decision making processes which ultimately affect them.

To formalise Council's commitment to effective engagement and consultation, the *Community Engagement Policy 2021* has been adopted and can be viewed on the Council's website.

This Policy outlines Council's commitment to engaging the Maroondah community in decision-making processes through the use of appropriate, effective and inclusive practices. The Policy applies to activities initiated by Council, including statutory processes, service provision, projects, strategic planning and policy development, and other key activities that will have appreciable impacts on the Maroondah community.

Community consultation occurs through a range of measures including surveys, public forums, focus groups and targeted consultations.

Council's *Governance Rules* also make provision for public participation during Ordinary Meetings of Council via Public Question Time.

Statutory planning process

Council also conducts public consultation meetings which are an integral part of the process when considering Planning Applications in accord with the *Planning and Environment Amendment Act 2021*.

For each application, Ward Councillors determine whether or not a consultation meeting is required, which is largely dependent upon the number of objections received. These meetings, which are not decision making forums, provide opportunities for:

- the applicant to explain the proposed development and respond to objections
- residents to express their views and ask questions of the applicant and Councillors.

Councillor Code of Conduct

From 26 October 2024, the *Local Government Act 2020* requires all Councillors to observe the *Model Councillor Code of Conduct* (Model Code of Conduct). The Model Code of Conduct is prescribed in Schedule 1 to the *Local Government (Governance and Integrity) Regulations 2020*.

A candidate elected to be a Councillor is not capable of acting as a Councillor until they have read the Model Code of Conduct and made a declaration stating that they will abide by the Code. It is the personal responsibility of individual Councillors to ensure that they will understand, accept and comply with the provisions of this Code.

The Model Code of Conduct sets out individual standards of conduct expected to be observed by Councillors when performing their roles. In agreeing to the Code, Councillors demonstrate that they are committed to working together in the best interests of people within our municipality, and commit to perform their responsibilities to the best of their skill and judgment.

Delegations

Council has delegated specific functions to nominated employees, which enables routine decisions to be made more speedily and ensures that Council meetings are not required for the purpose of making procedural, operational and administrative decisions. Delegations also enable Council to utilise the technical knowledge, skills and experience of its employees to provide the best possible service to the community.

Delegations are made by resolution of Council at a formal Council Meeting and specify the degree of decision making and action for which employees are empowered to act. In exercising their delegated powers, employees must observe the strategies, policies and guidelines that have been adopted by Council.

Through the CEO, Directors and Managers, Council monitors the actions of its employees to ensure that they exercise their delegated authority within the general framework it has determined.

Employees to whom delegated authority has been given include the CEO, Directors, Managers, planning employees, environmental health employees, local laws employees, and the Municipal Building Surveyor and building surveyors. Many routine decisions of Council are made by these employees.

Council must also keep a register of all delegations, which is available for public inspection on Council's website.

Councillor representation

There are two types of bodies requiring formal Council representation, either internal or external.

Internal advisory committees have been initiated by Council and are serviced administratively. They typically consider and advise Council on in-depth issues that are related to policy, advocacy or service delivery activities. Internal advisory committees largely consist of relevant stakeholders, including community representatives along with relevant agency or industry groups.

External bodies are those outside the control of Council as they operate under their own charter and determine their own procedures, policies and practices. In these instances, Council involvement is to participate and influence the activities of those external groups where those activities are in the interests of Maroondah residents. Committee representation is reviewed on an annual basis and aligns with the election of the Mayor.

Council appoints Council delegates to these bodies and advisory committees, with representation is reviewed on an annual basis to align with mayoral term.

Convention indicates that where the Mayor is a member of an internal Committee of Council, they would automatically act as the Chair, unless they relinquish that role. Additionally, in accordance with good governance practice, where the Mayor is not a specific member of a Committee, they may exercise the option to attend any committee in an ex-officio capacity.

Council involvement on internal advisory committees

These committees provide Council advice from key stakeholders on a range of issues.

Representation on Council Advisory Committees	
Council Advisory Committee	Council Representative/s
Maroondah Access, Inclusion and Equity Advisory Committee	July 2024 to October 2024: Cr Jones, Cr Spears and Cr Stojanovic December 2024 to June 2025: Cr Gordon, Cr Henderson and Cr Jones
Maroondah Arts Advisory Committee	July 2024 to October 2024: Cr Macdonald, Cr Stojanovic and Cr Symon December 2024 to June 2025: Cr Henderson, Cr Macdonald and Cr Spears
Maroondah Audit and Risk Advisory Committee	July 2024 to October 2024: Mayor of the Day and Cr Symon Substitute representative: Cr Steane OAM December 2024 to June 2025: Mayor of the Day and Cr Jones Substitute representative: Cr Macdonald
Maroondah Business Advisory Committee	July 2024 to October 2024: Cr Damante, Cr Spears and Cr Steane OAM December 2024 to June 2025: Cr Henderson, Cr Spears, and Cr Steane OAM
Maroondah Community Health and Wellbeing Committee	July 2024 to October 2024: Cr Damante, Cr Dib OAM JP and Cr Jones December 2024 to June 2025: Cr Gordon, Cr Hancock and Cr Heatherich
Maroondah Disability Advisory Committee	July 2024 to October 2024: Cr Dib OAM JP, Cr Hancock and Cr Spears December 2024 to June 2025: Cr Gordon, Cr Hancock and Cr Heatherich
Maroondah Environment Advisory Committee	July 2024 to October 2024: Cr Jones, Cr Macdonald and Cr Stojanovic December 2024 to June 2025: Cr Jones, Cr Macdonald and Cr Rex
Maroondah Liveability, Safety and Amenity Committee	July 2024 to October 2024: Cr Damante, Cr Hancock, and Cr Steane OAM December 2024 to June 2025: Cr Heatherich, Cr Rex and Cr Steane OAM

Council involvement on external committees

These regional committees provide Council with the opportunity to represent local residents on a broad range of issues.

Representation on External Committees	
External Committee	Council Representative/s
Eastern Affordable Housing Alliance	July 2024 to October 2024: Cr Macdonald Substitute representative: Cr Stojanovic <i>Formal Council representation on this committee concluded in December 2024</i>
Eastern Region Group – Mayors and CEO's	July 2024 to June 2025: The Mayor of the Day, Deputy Mayor of the Day and the Chief Executive Officer Substitute representative: July 2024 to October 2024: Cr Steane OAM December 2024 to June 2025: Cr Macdonald
Your Library Limited	July 2024 to October 2024: Cr Hancock and Cr Spears Substitute representative: Cr Symon December 2024 to June 2025: Cr Hancock and Cr Spears Substitute representative: Cr Rex
Eastern Alliance for Greenhouse Action	July 2024 to October 2024: Cr Stojanovic Substitute representative: Cr Jones December 2024 to June 2025: Cr Jones Substitute representative: Cr Macdonald
Eastern Transport Coalition	July 2024 to October 2024: Cr Dib OAM JP Substitute representative: Cr Damante <i>Formal Council representation on this committee concluded in December 2024</i>
METEC (Metropolitan Training Education Centre Inc.)	July 2024 to October 2024: Cr Hancock Substitute representative: Cr Steane OAM December 2024 to June 2025: Cr Hancock Substitute representative: Cr Henderson
Municipal Association of Victoria State Council	July 2024 to October 2024: Cr Symon Substitute representatives: Cr Spears December 2024 to June 2025: Cr Spears Substitute Representative: Cr Jones
Victorian Local Government Women's Charter	July 2024 to October 2024: Cr Damante, Cr Hancock, Cr Spears, Cr Stojanovic and the Director People and Places



Town Square, Ringwood.

Council meeting attendance

From July 2024 to June 2025, 11 Ordinary Council meetings, and one (1) Statutory Council meeting were held. Councillor attendance at the meetings in 2024/25 was as follows:

Councillor attendance at Council Meetings – July 2024 to October 2024					
Councillors	Meetings eligible to attend	Attendance			Leave of absence granted (# of mtgs)
		Ordinary Council Meetings	Statutory Council Meetings	Total attendance	
Barngeong Ward					
Cr Chris Jones	4	4	0	4	0
Bungalook Ward					
Cr Tony Dib OAM JP	4	2	0	2	0
Jubilee Ward					
Cr Mike Symon	4	2	0	2	0
McAlpin Ward					
Cr Suzy Stojanovic	4	4	0	4	0
Tarralla Ward					
Cr Paul Macdonald	4	4	0	4	0
Deputy Mayor July 2024 to October 2024					
Wicklow Ward					
Cr Tasa Damante	4	4	0	4	0
Wonga Ward					
Cr Linda Hancock	4	3	0	3	1*
Wombolano Ward					
Cr Kylie Spears	4	4	0	4	0
Mayor July 2024 to October 2024					
Yarrunga Ward					
Cr Rob Steane OAM	4	3	0	3	1*

Councillor attendance at Council Meetings – November 2024 to June 2025					
Councillors	Meetings eligible to attend	Attendance			Leave of absence granted (# of mtgs)
		Ordinary Council Meetings	Statutory Council Meetings	Total attendance	
Barngeong Ward					
Cr Chris Jones	8	7	1	8	0
Bungalook Ward					
Cr Catherine Gordon	8	7	1	8	0
Jubilee Ward					
Cr Claire Rex	8	6	1	7	0
McAlpin Ward					
Cr Nathaniel Henderson	8	6	1	7	1*
Tarralla Ward					
Cr Paul Macdonald	8	7	1	8	1*
Wicklow Ward					
Cr Daniella Heatherich	8	7	1	8	0
Wonga Ward					
Cr Linda Hancock	8	7	1	8	0
Deputy Mayor November 2025 to June 2025					
Wombolano Ward					
Cr Kylie Spears	8	6	1	7	1*
Mayor November 2025 to June 2025					
Yarrunga Ward					
Cr Rob Steane OAM	8	6	1	7	1*

Notes:

* A Leave of Absence was granted to Councillors for the following Ordinary Council Meetings held during 2024/25:

- **19 August 2024**
Cr Linda Hancock
Cr Rob Steane OAM
- **17 February 2025**
Cr Paul Macdonald
- **28 April 2025**
Cr Kylie Spears
Cr Rob Steane OAM
- **26 May 2025**
Cr Nathaniel Henderson

Conflict of interest

The *Local Government Act 2020* defines the circumstances that give rise to a Conflict of Interest for Councillors, Council employees and members of Council special committees. It also specifies the actions that should be taken to resolve a Conflict of Interest.

Councillors are elected by the residents and ratepayers of their municipality to act in the best interests of the community. This is a position of trust, and it needs to be clear that Councillors are acting in the public interest. When a Council delegates its powers to a Council officer or a Committee, the officer or the Committee members also need to act in the public interest.

A person in public office has a Conflict of Interest when they have a personal or private interest that might compromise their ability to act in the public interest. A Conflict of Interest exists even if no improper act results from it. Under the *Local Government Act 2020*, there are two types of conflict of interest, General Conflict of Interest (Section 127) and Material Conflict of Interest (Section 128).

A General Conflict of Interest in a matter exists if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty.

- **private interests** mean any direct or indirect interest of a relevant person that does not derive from their public duty and does not include an interest that is only a matter of personal opinion or belief.
- **public duty** means the responsibilities and obligations that a relevant person has to members of the public in their role as a relevant person.

A Material Conflict of Interest in respect of a matter exists if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.

- (2) The benefit may arise, or the loss incurred:
 - (a) directly or indirectly
 - (b) in a pecuniary or non-pecuniary form
- (3) For the purposes of this section, any of the following is an affected person:
 - (a) the relevant person
 - (b) a family member of the relevant person
 - (c) a body corporate of which the relevant person or their spouse or domestic partner is a Director or a member of the governing body
 - (d) an employer of the relevant person, unless the employer is a public body
 - (e) a business partner of the relevant person
 - (f) a person for whom the relevant person is a consultant, contractor or agent
 - (g) a beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee
 - (h) a person from whom the relevant person has received a disclosable gift.

Declaration of a Conflict of Interest is a standard agenda item for all Ordinary Council, Councillor Briefings, and Committee Meetings.

While the procedures may vary depending on the circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision making process or from the exercise of their public duty.

During 2024/25, eight (8) conflict of interest disclosures were made at Ordinary Meetings of Council.

Conflict of Interest Disclosures at Ordinary and Special Meetings of Council			
	Councillor	Officer	Total
General Conflict of Interest (section 127)	6	0	6
Material Conflict of Interest (section 128)	2	0	2



Councillor allowances

In accordance with Section 39 of the *Local Government Act 2020*, Councillors are entitled to receive an allowance while performing their duty as a Councillor.

The Victorian Government sets the upper and lower limits for all allowances paid to Mayors and Councillors. Councils are divided into three categories based on the income and population of each municipal district. Maroondah City Council is recognised as a Category Two Council.

The following table contains a summary of the Councillor Allowance paid to each Councillor during the 2024/25 financial year

Councillors	Allowance
Cr Tasa Damante July 2024 to October 2024	\$10,792.00
Cr Tony Dib OAM JP July 2024 to October 2024	\$10,792.00
Cr Catherine Gordon November 2024 to June 2025	\$21,645.61
Cr Linda Hancock July 2024 to October 2024 November 2024 to June 2025 (Deputy Mayor)	\$43,470.78
Cr Daniella Heatherich November 2024 to June 2025	\$21,645.61
Cr Nathaniel Henderson November 2024 to June 2025	\$21,645.61
Cr Chris Jones July 2024 to October 2024 November 2024 to June 2025	\$30,152.62
Cr Paul Macdonald July 2024 to October 2024 (Deputy Mayor) November 2024 to June 2025	\$38,950.11
Cr Claire Rex November 2024 to June 2025	\$21,645.61
Cr Kylie Spears July 2024 to October 2024 (Mayor) November 2024 to June 2025 (Mayor)	\$102,836.00
Cr Rob Steane OAM July 2024 to October 2024 November 2024 to June 2025	\$30,152.62
Cr Suzy Stojanovic July 2024 to October 2024	\$10,792.00
Cr Mike Symon July 2024 to October 2024	\$10,792.00

Councillor expenses

In accordance with Section 40 and 42 of the *Local Government Act 2020*, Council is required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor.

Council is also required to adopt and maintain a Policy in relation to the reimbursement of expenses for Councillors. The Policy provides guidance for the payment of reimbursements as well as the provision of resources, facilities and other support to the Mayor, Deputy Mayor and Councillors, to enable them to discharge their duties.

A budget of \$102,000 in the 2024/25 financial year was allocated for Councillor expenses and reimbursements.

In the Annual Report, Council publishes the details of Councillor expenses, including reimbursement amounts for each Councillor and member of a Council Committee paid by the Council. The details of the expenses for the 2024/25 financial year are set out in the table below:

Councillor	Travel (\$)	Professional Development (\$)	Expenses to support the performance of the role (\$)	Total (\$)
Cr Tasa Damante July 2024 to October 2024	41.48	200.00	292.83	534.31
Cr Tony Dib OAM JP July 2024 to October 2024	0	0	314.29	314.29
Cr Catherine Gordon November 2024 to June 2025	0	3226.05	2313.74	5539.79
Cr Linda Hancock July 2024 to October 2024 Deputy Mayor – November 2024 to June 2025	1148.16	3124.85	2869.36	7142.37
Cr Daniella Heatherich November 2024 to June 2025	699.66	2452.15	1072.61	4224.42
Cr Nathaniel Henderson November 2024 to June 2025	621.26	2405.98	1313.16	4340.40
Cr Chris Jones July 2024 to October 2024 November 2024 to June 2025	0	3805.01	1975.00	5780.01
Cr Paul Macdonald Deputy Mayor – July 2024 to October 2024 November 2024 to June 2025	3277.94	5692.15	3672.12	12642.21
Cr Claire Rex November 2024 to June 2025	0	0	857.92	857.92
Cr Kylie Spears Mayor – 1 July 2024 to October 2024 Mayor – November 2024 to June 2025	1761.48	4385.31	2643.57	8790.36
Cr Rob Steane July 2024 to October 2024 November 2024 to June 2025	1496.37	2491.63	2186.18	6174.18
Cr Suzy Stojanovic July 2024 to October 2024	17.49	140.23	190.95	348.67
Cr Mike Symon July 2024 to October 2024	189.34	744.80	185.55	1119.69
Total	9253.18	28668.16	19887.28	57808.62

Note: No expenses were paid by Council, including reimbursements, to members of Council committees during the year

Note: Council Election was held on 26 October 2024. New Council was sworn in on 11 November 2024.

Accountability

Audit and Risk Committee

The Audit and Risk Committee is established pursuant to Section 53 of the *Local Government Act 2020* which has provided the statutory direction for the 2024/25 financial year. The Committee assists Council in the discharge of its responsibility for financial reporting, maintaining internal controls, protecting the integrity of Council assets and facilitating good corporate governance. The Committee has an independent monitoring role and reports directly to Council.

Role

The role of the Audit and Risk Committee is to oversee, monitor and report upon the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining a system of internal control and risk management, and fostering an ethical environment.

Responsibilities

The responsibilities of the Audit and Risk Committee include providing assurance that:

- financial and management reporting is reliable
- high standards of corporate governance are maintained
- accounting policies are appropriate
- Council maintains compliance with all relevant legislation and regulations
- risk management frameworks are effective
- internal and external audit functions are effective and efficient
- business continuity and disaster recovery planning is appropriate and effective
- Council maintains and fosters an ethical environment.

Key activities

The Committee met on a quarterly basis during 2024/25 and its activities included:

- a detailed review of quarterly and annual financial statements
- a detailed review of the quarterly risk and insurance report as well as associated risk registers
- advising on the priorities of the internal audit program
- reviewing results arising from the internal audit reviews.

Membership

Audit and Risk Committee membership consists of five members, three external members (one of which is the chair), Mayor and one additional Councillor.

Councillor representatives are appointed annually with non-representative Councillors also welcome to attend meetings as observers. External member positions are advertised and successful candidates are appointed for a three-year term with a maximum term of six years.

The Chief Executive Officer, Chief Financial Officer, Manager Governance and Performance, and Manager Finance and Commercial attend to provide advice and to present on reports, while the internal and external auditors attend meetings by invitation to assist the committee with information requests.

Audit and Risk Advisory Committee membership		
Period	July 2024 to November 2024	November 2024 to June 2025
External Members	Mr John Watson (Chair)	Mr John Watson (Chair)
	Mr Bruce Potgieter	Mr Bruce Potgieter
	Mr Michael Ulbrick	Mr Michael Ulbrick
Councillor Members	Cr Kylie Spears (Mayor)	Cr Kylie Spears (Mayor)
	Cr Mike Symon	Cr Chris Jones

External audit

Council is externally audited by the Victorian Auditor-General. In 2024/25, the Office of the Auditor-General appointed RSM Australia as their representative. An external audit is undertaken each year on Council's Financial Statements and Performance Statement.

Risk Management

Council has a comprehensive risk management program and a mature risk culture which cost-effectively achieves and maintains an acceptable level of risk across the organisation. Council continues its commitment to proactive risk management as an integral part of its corporate governance responsibility as well as its operational service delivery performance. The fundamental aim of this work is to both support and enable Council to achieve its objectives, through the identification and management of risks and the maximisation of opportunities.

Enterprise Risk Management

The Risk Management Framework provides the foundation for designing, implementing, monitoring, reviewing and continually improving Council's approach to managing risks. Council has adopted a Framework which includes consideration of strategic, organisational and operational level risks.

The purpose of the Framework is to align effective risk management practices across Council within a common framework, based on Australian Standards. The effectiveness of embedding such a framework is measured by its state of maturity of the management of Council's risk, which includes benchmarking across local government throughout Australia. Council has developed a risk aware culture, increased risk knowledge, and used its application to facilitate decision making processes, leadership commitment, reporting and evaluation.

Risk Register

Council's Risk Register considers strategic, organisational and operational risks and is reviewed on a quarterly basis. A fundamental risk assessment process based on Australian Standards is used in the identification, treatment and rating of risks. This review includes evaluation of the existing risks along with the identification of new or emerging risks. Treatment plans are also formulated for any high or extreme level risks to reduce the level of risk to a more acceptable risk target.

Risk Management Advisory Group

A Risk Management Advisory Group is established to monitor the risk management framework across Council. The group consists of Corporate Management Team along with management representatives from all Council service areas. Activities of this group are reported to the Audit and Risk Committee.

Legislation

Council implements a wide variety of services, programs and initiatives, operating within a highly regulated environment defined by Acts and Regulations. These can either:

- have a direct impact on Council and require significant compliance
- contain specific provisions relevant to Council
- have an indirect influence but require knowledge by employees carrying out their duties.

Legislation that impacts upon Council activities (but is not limited to) is identified below:

- *Aboriginal Heritage Act 2006*
- *Aged Care Act 1997 (Commonwealth)*
- *Associations Incorporation Reform Act 2012*
- *Building Act 1993*
- *Building Regulations 2018*
- *Carers Recognition Act 2012*
- *Catchment and Land Protection Act 1994*
- *Charter of Human Rights and Responsibilities Act 2006*
- *Child Wellbeing and Safety Act 2005*
- *Children Youth and Families Act 2005*
- *Children's Services Act 1996*
- *Children's Services Regulations 2020*
- *City of Melbourne Act 2001*
- *Climate Action Act 2017*
- *Conservation, Forests and Land Act 1987*
- *Constitution Act 1975*
- *Country Fire Authority Act 1958*
- *Country Fire Authority (Community Fire Refuges) Regulations 2024*
- *Cultural and Recreational Lands Act 1963*
- *Dangerous Goods Act 1985*
- *Dangerous Goods (Explosives) Regulations 2011*
- *Development Victoria Act 2003*
- *Disability Act 2006*
- *Domestic Animals Act 1994*
- *Drugs, Poisons and Controlled Substances Act 1981*
- *Drugs, Poisons and Controlled Substances Regulations 2017*
- *Education and Care Services National Law Act 2010 (Commonwealth)*
- *Education and Care Services National Law Regulations 2011 (Commonwealth)*
- *Education and Training Reform Act 2006*
- *Electricity Safety Act 1998*
- *Emergency Management Act 2013*
- *Environment Protection Act 2017*
- *Environmental Protection Regulations 2021*
- *Estate Agents Act 1980*
- *Fences Act 1968*
- *Fire Rescue Victoria Act 1958*
- *Fire Services Property Levy Act 2012*
- *Flora and Fauna Guarantee Act 1988*
- *Flora and Fauna Guarantee Regulations 2020*
- *Food Act 1984*
- *Freedom of Information Act 1982*
- *Gambling Regulation Act 2003*
- *Gender Equality Act 2020*
- *Geographic Place Names Act 1998*
- *Geothermal Energy Resources Act 2005*
- *Geothermal Energy Resources Regulations 2016*
- *Graffiti Prevention Act 2007*
- *Health Records Act 2001*
- *Health Records Regulations 2023*
- *Heavy Vehicle National Law Application Act 2013*
- *Heritage Act 2017*
- *Housing Act 1983*
- *Impounding of Livestock Act 1994*
- *Independent Broad-Based Anti-Corruption Commission Act 2011*
- *Infringements Act 2006*
- *Infringements Regulations 2016*
- *Integrity Oversight Victoria Act 2011*
- *Land Acquisition and Compensation Act 1986*
- *Land Acquisition and Compensation Regulations 2021*

- *Land Act 1958*
- *Liquor Control Reform Act 1998*
- *Local Government Act 1989*
- *Local Government Act 2020*
- *Local Government (Electoral) Regulations 2020*
- *Local Government (General) Regulations 2015*
- *Local Government (Governance and Integrity) Regulations 2020*
- *Local Government (Long Service Leave) Regulations 2021*
- *Local Government (Planning and Reporting) Regulations 2020*
- *Magistrates' Court Act 1989*
- *Major Transport Projects Facilitation Act 2009*
- *Mineral Resources (Sustainable Development) Act 1990*
- *Municipal Association Act 1907*
- *Municipalities Assistance Act 1973*
- *Occupational Health and Safety Act 2004*
- *Occupational Health and Safety Regulations 2017*
- *Privacy and Data Protection Act 2014*
- *Planning and Environment Act 1987*
- *Planning and Environment (Fees) Regulations 2016*
- *Planning and Environment Regulations 2015*
- *Privacy Act 1988 (Commonwealth)*
- *Public Interest Disclosure Act 2012*
- *Public Health and Wellbeing Act 2008*
- *Public Health and Wellbeing Regulations 2019*
- *Public Records Act 1973*
- *Public Records Regulations 2023*
- *Residential Tenancies Act 1997*
- *Road Management Act 2004*
- *Road Management (General) Regulations 2016*
- *Road Management (Works and Infrastructure) Regulations 2015*
- *Road Safety (General) Regulations 2019*
- *Road Safety (Traffic Management) Regulations 2019*
- *Road Safety (Vehicles) Regulations 2021*
- *Road Safety Act 1986*
- *Road Safety Road Rules 2017*
- *Secondhand Dealers and Pawnbrokers Act 1989*
- *Sex Work Decriminalisation Act 2022*
- *Sheriff Act 2009*
- *Sport and Recreation Act 1972*
- *Subdivision Act 1988*
- *Subdivision (Fees) Regulations 2016*
- *Subdivision (Procedures) Regulations 2021*
- *Subdivision (Registrar's Requirements) Regulations 2021*
- *Summary Offences Act 1966*
- *Tobacco Act 1987*
- *Transfer of Land Act 1958*
- *Transport (Safety Schemes Compliance and Enforcement) Act 2014*
- *Transport Integration Act 2010*
- *Valuation of Land Act 1960*
- *Victorian Local Government Grants Commission Act 1976*
- *Victoria State Emergency Service Act 2005*
- *Water Act 1989*

The full list of Victorian Acts and Regulations can be found at www.legislation.vic.gov.au.

Occupational Health and Safety

Maroondah City Council continues to actively work with its employees, contractors, suppliers and volunteers in order to maintain and improve a positive safety performance and minimise potentially adverse consequences.

Council continues to incorporate and embed safety considerations into all aspects of service delivery and operational activities, by promoting positive safety behaviour that further strengthens and advances the workplace safety culture.

Consultative processes such as Council's Occupational Health and Safety (OHS) committee structures and OHS representatives continue to assist with fostering a collaborative positive and action orientated organisational safety culture. Other aspects of Council's OHS systems such as policies, procedures and processes continue to be developed and improved, with a particular focus on proactive hazard and incident identification and reporting; lone workers; contractor management; and plant safety.

Workplace incidents continue to be actively reported and investigated in order to facilitate the implementation of effective countermeasures and corrective actions. A comprehensive online reporting system streamlines OHS, risk, child safety and vehicle related incident reporting. The system ensures that incidents are easier to report, causal factors are identified, and corrective actions are implemented in a timely manner.

Council's proactive injury management processes continue to assist with the effective management of an ageing workforce, and with minimising the adverse impacts of work-related injuries or illnesses.

Council's positive safety culture, thorough safety management systems, safety committees with employee representatives, and effective injury management programs have led to a better Workcover insurance performance rating compared to industry averages.

Equal opportunity, harassment and bullying prevention

Maroondah City Council is committed to providing a workplace free of all forms of unlawful discrimination, harassment, victimisation, bullying and vilification and aims for equality of opportunity for all employees, Councillors, consultants, contractors, and volunteers.

The Maroondah Equal Opportunity Consultative Committee continues to meet several times a year, and in conjunction with employee representatives, continues to play an active role in advancing workplace equality, equity, diversity and inclusion. Council also has a network of Equal Opportunity Contact Officers (EOCO) who have all completed training with the Victorian Equal Opportunity and Human Rights Commission. An EOCO can be a first point of contact for someone who thinks that they may be experiencing unlawful discrimination, sexual harassment, vilification or victimisation in their workplace, or someone who has witnessed such behaviour.

Victorian Local Government Performance Reporting Framework: Governance and Management Checklist

The following statement provides Council results in the prescribed form of Council's assessment against the Governance and Management Checklist as part of the Local Government Performance Reporting Framework (LGPRF).

#	Governance and Management Items	Assessment	
1	Community Engagement Policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 15 February 2021	☒
2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of commencement of current guidelines: 21 June 2016	☒
3	Financial Plan (plan under section 91 of the Act outlining financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Date of adoption: 30 June 2025	☒
4	Asset Plan (plan under section 92 of the Act setting out the assets maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act Date of adoption: 30 June 2025	☒
5	Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 30 June 2025	☒
6	Annual Budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 30 June 2025	☒
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of commencement of current policy: 28 June 2021	☒
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of commencement of current policy: 15 July 2024	☒
9	Municipal Emergency Management Plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 25 May 2023	☒
10	Procurement Policy (policy under section 186A of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by Council)	Adopted in accordance with section 108 of the Act Date of adoption: 22 November 2021	☒

#	Governance and Management Items	Assessment	
11	Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of commencement: 2 August 2021	☒
12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of commencement: 14 November 2018	☒
13	Complaint policy (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Policy developed in accordance with section 107 of the Act. Adopted: 20 September 2021	☒
14	Workforce plan (Plan outlining Council's commitment and approach)	Policy developed in accordance with section 46 of the Act. Adopted: 31 December 2021	☒
15	Payment of rates and charges hardship policy (Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty payment their rates)	Current policy in operation Date adopted: 29 May 2023	☒
16	Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)	Current Framework Date of operation of current framework: 6 June 2021	☒
17	Audit and Risk Committee (see sections 53 and 54 of the Act)	Established in accordance with sections 53 and 54 of the Act Date of establishment: 1 October 1994	☒
18	Internal audit (independent accounting professionals engaged by Council to provide analysis and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 October 2020	☒
19	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Framework Date of operation of current framework: 26 April 2017	☒
20	Council Plan report (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first 6 months of the financial year)	Report Date of report: 17 February 2025	☒
21	Quarterly budget reports (quarterly reports to Council under section 97 of the Act comparing actual and budgeted results and an explanation of any material variations)	Reports presented to Council in accordance with section 97(1) of the Act Dates reports presented: • 19 August 2024 • 25 November 2024 • 17 February 2025 • 26 May 2025	☒

#	Governance and Management Items	Assessment	
22	Risk Reports (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports during 2024/25 to Council's Corporate Management Team: • 5 August 2024 • 28 October 2024 • 28 January 2025 • 5 May 2025	☒
23	Performance reports (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Report Date of report for the second six months of 2023/24 financial year: 19 August 2024 Date of report for the first six months of 2024/25 financial year: 17 February 2025	☒
24	Annual Report (Annual report under sections 98, 99 and 100 of the Act to the community containing a report of operations and audited financial and performance statements)	Presented at a meeting of Council in accordance with section 100 of the Act Date of presentation: 14 October 2024	☒
25	Councillor Code of Conduct (Model Code under section 139 of the Act setting out standards of conduct to be followed by Councillors and other matters)	The Model Councillor Code of Conduct is prescribed in Schedule 1 to the Local Government (Governance and Integrity) Regulations 2020 came into effect on 26 October 2024. Oath or affirmation of office taken by Councillors, with declaration that they will abide by the Model Code: 11 November 2025	☒
26	Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of employees in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with sections 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date reviewed and adopted: Instrument of Delegation to CEO - 26 May 2025 Instrument of Delegation to Officers - 22 April 2024	☒
27	Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 28 June 2021	☒

I certify that this information presents fairly the status of Council's governance and management arrangements.



Steve Kozlowski
Chief Executive Officer
Dated: 12 September 2025



Cr. Kylie Spears
Mayor
Dated: 15 September 2025

Statutory information

The information in this section is provided in accordance with legislative and other requirements that apply to Council.

Topics within this section and the applicable legislation/regulations are listed below:

Topic	Relevant legislation/regulation (if applicable)
Carers recognition	<i>Carers Recognition Act 2012</i>
Disability Policy and Action Plan	<i>Disability Act 2006</i>
Documents to be made available for public inspection	<i>Local Government Act 2020</i>
Domestic animal management	<i>Domestic Animals Act 1994</i>
Food Act Ministerial directions	<i>Food Act 1984</i>
Freedom of Information	<i>Freedom of Information Act 1982</i>
Infrastructure and development contributions	<i>Local Government Act 2020</i>
Local Laws	<i>Local Government Act 2020</i>
Privacy	<i>Privacy and Data Protection Act 2014 and the Health Records Act 2001</i>
Procurement	<i>Local Government Act 2020</i>
Public interest disclosure	<i>Public Interest Disclosures Act 2012</i>
Road management	<i>Road management Act 2004</i>
Victorian Local Government Indicators	<i>Local Government Act 2020</i>
Victorian Local Government Performance Reporting Framework: Statement of Service Performance	<i>Local Government (Planning and Reporting) Regulations 2020</i>

Carers recognition

The *Carers Recognition Act 2012 (The Act)* formally recognises and values the role of carers and the importance of care relationships in the Victorian community. Maroondah City Council has taken all practicable measures to comply with its responsibilities under the Act and maintains policies, procedures and supports which include recognition of the carer relationship.

Council has also provided the following additional activities and resources to recognise the care relationship:

- facilitation of the Maroondah Carers Support Group
- promotion on Maroondah City Council's website of the Maroondah Carers Support Group and social support groups for people who require care
- provision of social inclusion and wellbeing programs five days a week for older people who have support needs, supporting carers to access respite
- inclusion of people with dementia and mild memory loss in Social Support Group programs to support carers of people with dementia
- Council's Occupational Therapist works with carers to solve and improve safety issues in the home and community
- Council's NDIS Program Lead provides direct individual support to carers as well as guest speaking at local forums
- Community Access and Inclusion Facilitator role within Council
- ongoing staff professional development.

Disability Policy and Action Plan 2022-2026

In accordance with section 38 of the *Disability Act 2008*, Council must report on the implementation of the *Disability Policy and Action Plan 2022-2026* in its Annual Report. During 2024/25, Council undertook a wide range of activities in delivering on this Plan.

Social and economic inclusion

The 2024/25 Community Grants Program was widely promoted to groups on Council's disability database. Funding was provided to Eastern All Abilities Netball Club, Monkami, Ringwood Spiders All-Abilities Sports Club, Eastwood Golf Bowls Club and the Onemda Association to increase the participation of people with disabilities in sport and the arts.

Council's leisure centres continue to be extensively utilised by groups and individuals with a disability or access restrictions. The Rings and Maroondah Nets continued to provide opportunities to run casual basketball and soccer sessions for people with disabilities and their carers. Aquabuddies, a casual swimming program focused on physical activity and social connection for adults with disabilities, attracts an average of 20 participants to each class. Maroondah's Walking Sports program provided low impact sports activities for people aged over 50 and of all abilities, including walking cricket, walking soccer, walking netball and modified volleyball.

With the support of Australian Government funding, Council partners with Team Sports 4 All to support children from low socio-economic backgrounds, including children with disabilities, to access Team Sports through supported Come and Try Sessions and financial support for memberships.

The Happy Days disability inclusion program is a collaboration between Council's Occasional Care service, and Monkami. The program involves Monkami participants with Down Syndrome and a carer attending the Maroondah Occasional Care service for two hours per week. The program has been very successful, with the Monkami participants building their confidence and friendships through social interaction.

Council's Business Support team is compiling a list of resources, organisations and toolkits that enable the employment of people with disabilities, which will be added to Council's website.

Services and information

Council's Community Access and Inclusion Facilitator continues to provide information to carers, people with a disability and service providers regarding relevant events, opportunities, and emerging issues.

Recent changes to the National Disability Insurance Scheme have raised concerns in the community. The availability of a dedicated officer at Council to provide clear and transparent information for individuals and their families has continued to be a first port of call for many Maroondah residents. In addition to over 1200 hours of individual support, there has been 87 presentations to service provider organisations including carer groups, professionals and allied health providers, ensuring that these organisations have up-to-date information on this complex scheme.

Council is dedicated to ensuring that all online and print materials are developed in formats that are compatible with screen readers and other assistive technologies. Council's websites are built on a Search Engine Optimisation platform which guarantees accessibility for all users. Council is also exploring new digital accessibility solutions that will provide tools for users to customise their browsing experience.

Council provides regular training for staff on creating accessible content and partners with consultants to review and improve our materials. We regularly update our website to ensure compliance with the latest Web Content Accessibility Guidelines, and we make it easy for users to provide feedback.

Design, infrastructure and transport

Council's Engineering Services has engaged with community groups and schools to provide improved parking facilities for people with high mobility needs.

Council delivered or commenced seven projects costing approximately \$330,000 to improve the accessibility of traffic and pedestrian related infrastructure across Maroondah. The following projects have been completed or commenced:

- Eastfield Shopping Centre – a disabled parking space and kerb ramp.
- Mt Dandenong Road, Croydon – missing footpath connection near Moralla Avenue.
- Athelstane Drive, Ringwood North – school crossing and kerb ramps.
- Blandford Crescent shopping strip – new kerb ramp.
- Old Lilydale Road at Joseph Street, Ringwood East – reconstructed kerb ramps to current standard.
- Kent Avenue at Somerset Crescent, Croydon – renewed kerb ramp tactile ground surface indicators.
- Railway Avenue and Victoria Street intersection, Ringwood East – realigned intersection to improve pedestrian access.

In addition, approximately 2.3 kilometres of critical linkages identified in Council's Principal Pedestrian Network have been filled with footpath construction completed along Hill Street, Russet Road, Shasta Avenue, Victoria Street in Ringwood East, Charter Street and Wildwood Grove in Ringwood, Dickson Crescent in Ringwood North, and section of Maroondah Highway in Ringwood and Croydon North. A further 1.5 kilometres of footpath construction is also currently in progress.

Grant funding of approximately \$2.6 million has been secured to deliver future shared paths on Greenwood Avenue and Bedford Road.

Council's Building Services also continues to provide information to our community regarding accessibility requirements to buildings.

Advocacy and leadership

Maroondah's Disability Advisory Committee met twice this year due to the Council election. This Committee includes representatives with a wide range of disabilities, as well as carers of people with a disability, and representatives from relevant service agencies.

During 2024/25, the Disability Advisory Committee provided input on the following Council strategies and plans:

- Draft *Maroondah Transport Strategy 2025-2035*
- Communication Strategy and Customer Service Strategy
- Maroondah 2050 Community Vision and *Council Plan 2025-2029*
- Reconciliation Plan 2025-2029 with a focus on emerging themes

The Committee also provided input on a range of key Council projects either being planned or already underway:

- Collaboration opportunities with disability service providers
- Overview of the Porn Is Not The Norm project
- Attendance at the formal opening of Jubilee Park Changing Places facility in August 2024
- Consultation on the theme for the International Day of People with Disabilities event for 2024 (delayed to 2025) to be on access to public transport.

The Committee provided feedback to Council on a range of other activities, including:

- A proposed International Day of People with a Disability event
- Emergency Management review and workshops
- Croydon Community Wellbeing Precinct.

Council is a member of the Eastern Transport Coalition. To address accessibility gaps and improve customer experience for everyone, the coalition continues to call for all public transport facilities, services and systems to be accessible for all. Transport and road infrastructure projects, bus route upgrades and new trail links funded and delivered in Maroondah, and across the Melbourne transport network, contribute to achieving this goal.

Recent advocacy of the Coalition includes:

- A submission to the Parliamentary Inquiry into the Impact of Road Safety Behaviours on Vulnerable Road Users
- Providing input into the Suburban Rail Loop's vision statement for its station precincts
- Alignment of bus stops and pedestrian crossings to make it easier for people to cross busy roads to reach the stops.

Resources developed as part of the Porn Is Not The Norm project were launched at Karralyka in August 2024. The launch was attended by people from all over Victoria and beyond. Since the launch, the resources have been promoted and used widely across Australia and internationally. The project, funded by the Westpac Foundation, has now come to an end but the work is continuing. Workshops have been delivered in other states by consultants Maree Crabbe and Wenn Lawson.

In partnership with Access Ability Australia, communication boards have been installed at Aquahub and Aquanation, to enable clearer communication between people with disabilities, their carers and Council staff. The same organisation also worked with Council to develop an Access Key document for Jubilee Park, available on Council's website. The Access Key is a visual and text-based accessibility guide to help community members know what to expect when visiting the park.

In partnership with NDIS and Latrobe Health, Council is exploring and researching the possibility of holding Quiet Hours at one of our aquatic centres. Council has also continued to advocate for the inclusion of Changing Places in Victorian and Australian Government major projects, such as the Australian Government's Heavy Vehicle Rest Area Program.

Council's communication channels, including our website, social media and publications, continue to promote accessible facilities and programs using empowering and inclusive images of people with disabilities. Accessibility information was included in electronic communications for major Council events, such as Maroondah Festival and Maroondah Carols.

Printed quarterly editions of Maroondah News promoted school holiday activities and ideas for children of all abilities across various accessible facilities.

The 'Projects' page in Maroondah News listed projects in Maroondah that cater for all abilities, including playspaces, sporting facilities and the new Changing Places facility at Maroondah Edge in Jubilee Park.

Council has developed a diverse image library checklist to ensure that Council's image library reflects the wider Maroondah community. Council employees received training through the Free From Violence project on how to select diverse and inclusive imagery, which includes imagery of people with disabilities, to represent the Maroondah community as part of the work they are promoting. Meals on Wheels recruitment campaigns have promoted that our volunteers come from all walks of life, including people with disabilities who are supported on their rounds by their carers.

All community engagement plans developed by Council staff consider a range of accessibility needs, including translations, Easy English, AUSLAN interpreters and more. Onsite engagement activities also consider wheelchair and other mobility device accessibility.

Documents to be made available for public inspection

Council is committed to open and transparent governance. In accordance with the *Local Government Act 2020*, the following prescribed documents are made available for public inspection:

- a) a document containing details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months.
- b) minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 66 of the Act and are confidential information within the meaning of section 3 of the Act.
- c) the minutes of meetings of special committees established under section 63 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meetings which was closed to members of the public under section 66 of the Act and are confidential information within the meaning of section 3 of the Act.
- d) a register of delegations kept under sections 11 and 47 of the Act, including the dates on which the last reviews took place.
- e) a document containing details of all leases involving land which were entered into by the Council as the lessor, including the lessee and the terms and the value of the lease.
- f) a register maintained under section 224(1A) of the *Local Government Act 1989* of authorised officers appointed under that section.
- g) a list of donations and grants made by the Council in the previous 12 months, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant.

In addition, the following documents are available online via Council's website:

- Annual Report
- Budget for current financial year
- Council meeting agenda and minutes for the last 12 months
- Councillor Code of Conduct
- Council Plan
- Councillor Expenses Policy
- Local Laws in operation
- Personal interest return summary
- Procurement Policy

In accordance with Section 57 of the *Local Government Act 2020*, inspection of these documents can be arranged by contacting Council's Governance Team on 1300 88 22 33. These documents are available for inspection at the City Offices, 179 Maroondah Highway, Ringwood. The documents may be viewed, but not removed.

Domestic animal management

The *Domestic Animals Act 1994* (The Act) requires councils across Victoria to prepare and implement a Domestic Animal Management Plan (DAMP) every four years. Section 68A of the Act requires councils to periodically evaluate programs, service strategy or reviews outlined in the DAMP, and publish the evaluation in Council's Annual Report.

Council adopted the *Domestic Animal Management Plan 2021-2025* and continues to promote and support responsible pet ownership within Maroondah.

Responsible pet ownership programs and activities continue to ensure that the community is aware of all aspects of responsible pet ownership and the importance of effective animal management.

These include:

- education programs to inform the community of the responsibilities of pet ownership
- programmed and random patrols of parks and reserves
- annual inspections for declared dangerous dogs
- inspections of properties applying for extra animal permits
- inspections of domestic animal businesses
- promotion of new and renewal registration for dogs and cats
- training of animal management officers in best practice responsible pet ownership
- promotion of de-sexing
- participation and support in community events such as Adventure Dog
- analysis of trends and statistics on registration rates and reunification of lost animals, to ensure best practice principles and seek opportunities for improvement.

Food Act Ministerial directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report.

No such Ministerial Directions were received by Council during the 2024/25 financial year.

Freedom of Information

The *Freedom of Information Act 1982* (the Act) provides the right for individuals to access information held by Council, subject to the exemptions contained within the Act.

The Act has four basic principles:

1. Local governments are required to publish information about the documents they hold, particularly those which affect members of the public in their dealings with Council.
2. People have a legally enforceable right to access information, limited only by exemptions within the Act (necessary for the protection of the public interest and the private and business affairs of persons from whom information is collected by Council).
3. People may appeal to the Office of Victorian Information Commissioner against a decision not to give access to information or to not amend a personal record.
4. People may request an amendment regarding incomplete, out of date or misleading information in their personal records.

Pursuant to the Act section 65AA 'Report by Council' and section 64(3), the following information is supplied relating to Freedom of Information applications for the period 1 July 2021 to 30 June 2025.

	2024/25	2023/24	2022/23	2021/22
Total number of new requests	20	26	35	26
Access granted in full	3	0	7	1
Access granted in part	11	11	9	14
Other (Withdrawn, no documents found, Not proceeded with etc.)	34	43	9	10
Access denied in full	1	1	2	1
Requests still under consideration	0	1	7	1
Number of reviews by FOI Commissioner sought (Internal Reviews prior to 2012/13)	2	1	1	1
Appeals lodged with VCAT	1	0	0	0
Notices served pursuant to section 12(1) of the Act	0	0	0	0
Occasions where disciplinary action was taken against any officer regarding the administration of this Act	0	0	0	0
Application fees collected	\$686.70	\$572.40	\$639.10	\$812.20
Access charges collected	\$0	\$0	\$0	\$0

No other facts are relevant pursuant to section 64(3)(a) to (j) of the Act.

Freedom of Information requests must be made in writing and be accompanied by an application fee set by the Victorian Government – \$32.70 during the 2024/25 financial year.

Information about Freedom of Information, including details about the process, exemptions and access to an application form, can be found on Council's website. www.maroondah.vic.gov.au

Further enquiries relating to accessing documents under Freedom of Information should be directed to Council's Risk and Integrity Team.

Gender equality

To meet statutory requirements, defined entities including local government authorities are required to report on their gender equality progress to the Public Sector Gender Equality Commissioner every 2 years. In February 2024, Council completed its biennial progress reporting obligations to the Commission for Gender Equality.

The results for the Gender Equality progress report and progress audit for the reporting period 1 July 2021 – 30 June 2023 were provided by the Commission in October 2024. Maroondah City Council was assessed as compliant for both the progress report and progress audit. This assessment considered compliance against the key measures with material progress being demonstrated towards workplace gender equality indicators.

Within this progress report, Council was able to identify positive progress made in relation to its *Gender Equality Action Plan 2021-2025* across a range of areas.

Work practices and workplace culture development

Council has continued to maintain, develop and improve outcomes by:

- Incorporating gender equitable measures into ongoing human resources policy developments and reviews which shape and influence conditions of employment. Developing, refining and deploying supporting frameworks to advance optimal gender equality outcomes.
- Improve human resources systems to support and facilitate disaggregated reporting and analysis.
- Working to further develop and improve job/position descriptions.
- Providing and facilitating opportunities for employees to work in non-traditional roles or where a particular gender is less commonly employed.
- Facilitating inclusive work placements.
- Adopting practices that achieve equal remuneration.
- Maintaining and developing appropriate recruitment, selection and promotion practices.
- Better managing risks.
- Facilitating equitable and flexible working arrangements and sharing success stories.
- Communicating employee reporting mechanisms and options including confidential processes aimed at facilitating early and effective resolutions of identified issues.

Learning and development

Council has continued to invest in employees in order to:

- Advance the organisational culture via workforce education, training, and development.
- Develop Council leadership in order to support actions that improve equality and prevent inappropriate behaviour.
- Support Managers with the development and maintenance of a flexible and positive workplace culture.
- Identify, train and support employee Contact Officers.
- Provide increased employee access to leadership programs irrespective of employee employment status.

Data and reporting

Council has continued development and improvements in relation to:

- Reporting on progress against relevant gender equality indicators.
- Monitoring and analysing baseline gender equality indicator data.
- Facilitating relevant employee surveys and analysing the results.
- Monitoring and reporting on workforce gender composition and workplace gender segregation data.

Compliance

Council has taken action to implement all Victorian Auditor General's Office (VAGO) Local Government sector recommendations as a means of reducing the risk of sexual harassment.

Change management

Council has undertaken a range of activities including:

- Convened a Gender Equality Network.
- Use gender equality principles to inform strategic advocacy and actions.
- Actively engage with and seek feedback from employees and their representatives via established consultative committees, mechanisms, and channels.
- Identify and address potential areas of resistance that may serve to hinder the advancement of diversity and inclusion.

Gender impact assessments

Council has developed a Gender Impact Assessment (GIA) process, methodology, templates and supporting guidance materials to support Service Areas in undertaking GIAs that led to positive actions consistent with the objectives of the *Gender Equality Act 2020*.

People Matter Survey

Consistent with the requirements of the *Gender Equality Act 2020* and the provisions and objectives of Councils Gender Equality Action Plan, Council participated in the Victorian Public Sector Commission hosted People Matters Survey for Gender Equality in April/May 2025. Council received a 20% response rate which is a 10% decrease from Council's response rate of 30% in 2023. Results for this survey have not been received.

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, any council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions, including levies and works in kind. The report must be published in Council's Annual Report.

For the 2024/25 financial year the following information about infrastructure and development contributions is disclosed.

Infrastructure contribution plans

Council has no Infrastructure Contribution Plans.

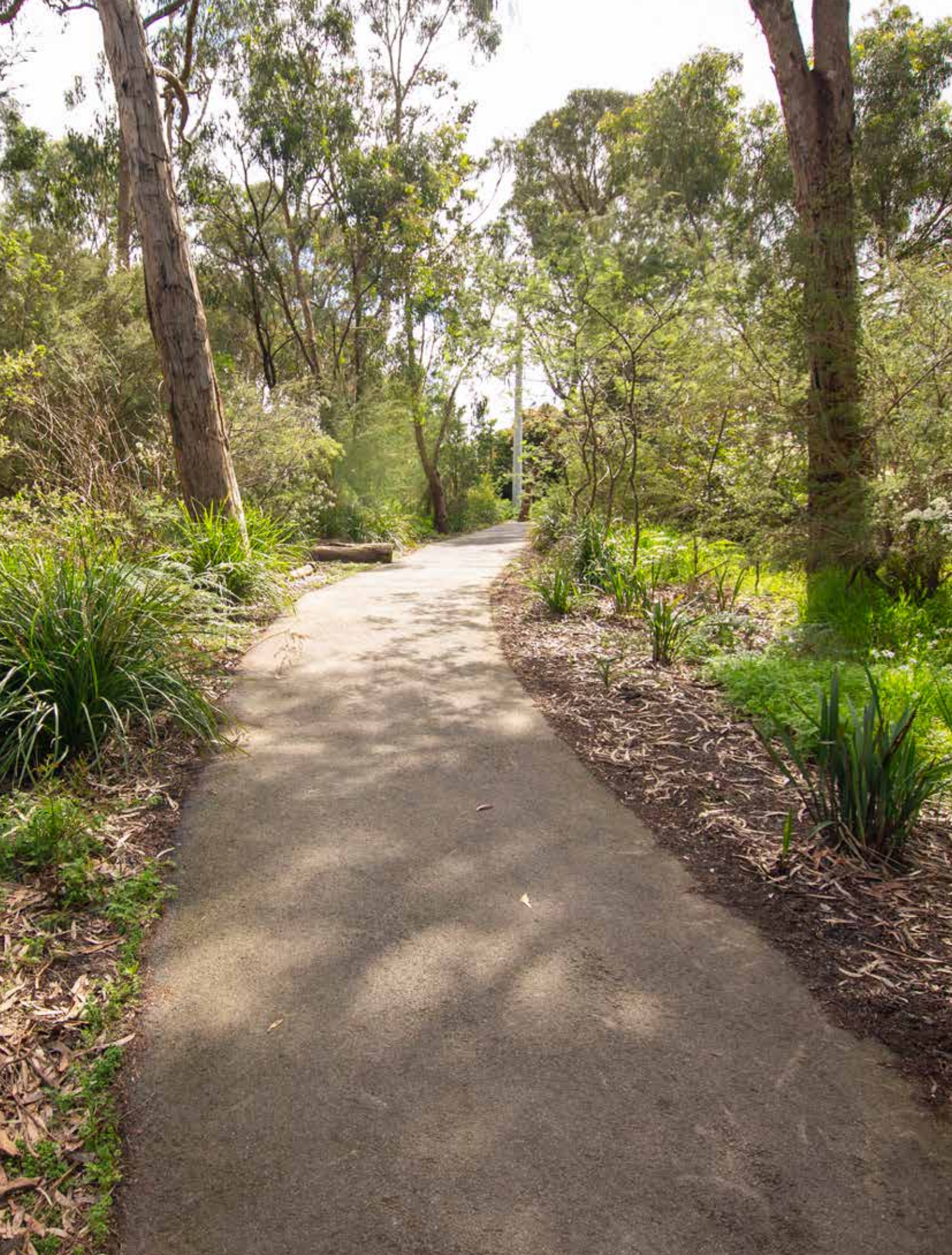
Development Contribution Plans (DCP)

Total DCP levies received in 2024/25	
Ringwood Metropolitan Activity Centre Development Contributions Plan	Levies received in 2024/25 financial year
Total	-\$201,803.00

No DCP land, works, services or facilities were accepted in kind in 2024/25

Total DCP contributions received and expended to date				
DCP name (Year approved)	Total levies received \$	Total levies expended \$	Total works-in-kind accepted \$	Total DCP contributions received (levies and works-in-kind)
Ringwood Metropolitan Activity Centre Development Contributions Plan (2019)	\$1,788,288.00	\$0	\$0	\$1,788,288.00
Total	\$1,788,288.00	\$0	\$0	\$1,788,288.00

No land, works, services or facilities were delivered in 2024/25 from DCP levies collected



Mullum Mullum Creek Trail.

Local Laws

Council's Local Laws are listed below. More information can be found on our website.

Local Laws (as at 30 June 2025)	
Community Local Law 2023	The objectives of <i>Community Local Law 2023</i> are to: • protect the health and safety of persons within the <i>Municipal District</i>; • provide for the equitable, orderly and enjoyable use of council land, roads and council assets; • protect, maintain and enhance the natural environment of the <i>Municipal District</i>; • provide for the peace, order and good governance of the <i>Municipal District</i>; • regulate the management of animals on <i>land</i> and on <i>council land</i>; and • provide uniform and fair administration of this Local Law. This Local Law commenced on 1 November 2023. Unless earlier revoked, this Local Law will cease to operate 10 years after the date on which it commenced. On the commencement of this Local Law, Council's <i>Local Law No.11</i>, General Local Law, which incorporates <i>Local Laws No.13</i> and <i>14</i>, is revoked.
Local Law No. 15 - Common Seal and Conduct at Meeting	Maroondah City Council, at its meeting on 26 April 2021, resolved to commence the process for the making of <i>Local Law No. 15 - Common Seal and Conduct at Meeting</i>. The purpose of <i>Local Law No. 15 - Common Seal and Conduct at Meeting</i> is to: • regulate the use of the common seal; • prohibit unauthorised use of the common seal or any device resembling the common seal; and • provide for a set of offences and associated penalties relating to conduct at meetings - with reference to the requirements of the Governance Rules document. <i>Local Law No. 15 - Common Seal and Conduct at Meeting</i> was adopted by Council at its meeting on 28 June 2021 and came into effect on 1 July 2021.

Privacy

Maroondah City Council has implemented a *Privacy Policy* to govern the use, collection and handling of personal information and health information collected from residents and customers.

To enable delivery of services, all councils are required to collect and use personal, confidential and sensitive information of individuals. Council is required to balance the rights of individuals to have controls over the use of their personal information to ensure that the right information is available for services to operate and function.

Both the *Privacy and Data Protection Act 2014* (the Act) and the *Health Records Act 2001* require all Victorian Councils to comply with a series of privacy principles that are tailored for either the collection and use of personal information or the collection and use of health information. Maroondah City Council is fully committed to its privacy obligations and has appointed a Privacy Officer to assist in the handling of any enquiries.

Council's Privacy Officer can be contacted on 1300 88 22 33 or via email: privacy@maroondah.vic.gov.au

Procurement

During 2021/22, Council introduced its *Procurement Policy* under the *Local Government Act 2020*. This Policy provides a framework that ensures Council's purchasing procedures and processes are undertaken in a manner conversant with occupational health and safety, risk management practices, relevant legislation, purchasing principles and Council's corporate objectives.

The *Procurement Policy* establishes the framework within which Council employees undertake the purchasing of goods and services for the efficient and effective functioning of their service area.

In accordance with the Policy, between 1 July 2024 and 30 June 2025, Council did not enter into any contracts valued at \$250,000 or greater, in a manner that was contradictory to the requirements of the Policy as specified in sections 108 and 109 of the *Local Government Act 2020*.

Public interest disclosures

The *Public Interest Disclosures Act 2012* (PID Act) aims to encourage and facilitate the disclosure of any improper conduct. Any person who has reasonable grounds to believe that improper or corrupt conduct has occurred may make a disclosure. Protection is provided by the PID Act to those persons within an organisation disclosing corrupt behaviour.

For the local government sector, disclosures can be made about Councillors and any Council employees directly to the Independent Broad-based Anti-corruption Commission (IBAC). Disclosures relating to Council employees can also be made directly to Council's Public Interest Disclosure Coordinator via email: PID@maroondah.vic.gov.au

Maroondah City Council recognises the value of transparency and accountability in its administrative and management practices. Council is committed to the aims and objectives of the PID Act. A Council policy is in operation relating to Council's treatment of public interest disclosures to comply with the provisions of the PID Act. Copies of this policy are available on Council's website at www.maroondah.vic.gov.au

During 2024/25, Council did not receive any public interest disclosures.

Road management

The *Road Management Act 2004* provides that Council has a statutory obligation to inspect, maintain and repair a public road, and that a Road Management Plan may be developed to set reasonable standards in relation to the performance of road management functions for the maintenance of its public roads and associated road-related assets.

Maroondah City Council's Road Management Plan sets reasonable standards in relation to the performance of road management functions, including the inspection, maintenance and repair of all Council's roads as listed in its Register of Public Roads.

In accordance with section 22 of the *Road Management Act 2004*, Council must publish a copy or summary of any Ministerial direction in its Annual Report. No such Ministerial Directions were received by Council during the 2024/25 financial year.

Victorian Local Government Indicators

The following indicators track Council sustainability and performance over time:

Indicator	Actual Results			
	2024/25	2023/24	2022/23	2021/22
Average rates and charges per assessment The average revenue derived by Council out of general rates and garbage services for each property in the municipality.	\$2113	\$2,052	\$1,963	\$1,915
Average rates and charges per residential assessment The average revenue derived by Council out of general rates and garbage services for each residential property in the municipality (i.e. excluding all commercial and industrial properties)	\$2003	\$1,946	\$1,901	\$1,842
Average liabilities per assessment The average value for each property in the municipality of monies owed by Council at financial year-end in respect of the supply of goods and services, the provision of loans and the accrued costs of employee salaries and entitlements.	\$1617	\$1,825	\$2,003	\$1,912
Operating result per assessment The difference between the average operating revenue and average operating expenditure for each property in the municipality. Council rates and charges comprise a major part of its operating revenue. The operating result has been adjusted by excluding the revenue from property, infrastructure, plant and equipment not previously recognised and the expenditure in relation to disposal, obsolescence and adjustments in relation to property and infrastructure. This allows for a better basis of comparison.	\$640	\$238	\$103	\$260
Community satisfaction rating for overall performance generally of Council Overall satisfaction with Council performance as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	65	66	64	65
Average operating expenditure per assessment The average cost of operating and maintaining all Council services to the community for each property in the municipality. This cost excludes the cost of acquiring or expanding its asset base used in the delivery of those services but includes the costs of all administrative and governance services supporting that delivery.	\$3165	\$3,010	\$3,110	\$2,862

Indicator	Actual Results			
	2024/25	2023/24	2022/23	2021/22
Average Capital expenditure per assessment The average cost for each property in the municipality of acquiring new assets and expanding, upgrading or renewing existing assets used in the delivery of all its services to the community.	\$1046	\$658	\$825	\$862
Renewal gap The sum of all capital expenditure on renewal of existing infrastructure assets expressed as a percentage of the total depreciation charge on all Council infrastructure assets. Such annual depreciation charge is Council's best estimate of the value of those assets 'consumed' during the year's operations.	\$86%	81%	103%	100%
Renewal and maintenance gap The sum of all capital expenditure on renewal of existing infrastructure assets together with the annual costs of maintenance of all Council infrastructure assets expressed as a percentage of the total depreciation and maintenance charges on all such infrastructure assets.	89%	85%	102%	100%
Community satisfaction rating for Council's advocacy and community representation on key local issues Overall satisfaction with Council performance in advocacy and community representation as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	57	58	57	56
Community satisfaction rating for Council's engagement in decision making on key local issues Overall satisfaction with Council performance in engaging the community in decision making on key local issues as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	58	59	56	59

Victorian Local Government Performance Reporting Framework: Statement of service performance

The following statement provides the results of the prescribed Local Government Performance Reporting Framework (LGPRF), service performance indicators and measures, including an explanation of any material variations. Please note, a change of less than +/- 10% compared with the previous year is not considered significant, and therefore is not a material variation.

LGPRF service performance indicator results for 2024/25 will be available at www.vic.gov.au/know-your-council once data is released by the Victorian Government.

Service/indicator/ measure	Result 2024/25	Result 2023/24	Result 2022/23	Result 2021/22	Comment
Aquatic Facilities					
Service standard Health inspections of aquatic facilities Number of health inspections per Council aquatic facility	1.00	1.33	1.00	1.00	Health inspections of Council's aquatic facilities are conducted annually. In 2024/25, Council completed all required health inspections at aquatic facilities.
Utilisation Utilisation of aquatic facilities The number of visits to aquatic facilities per head of municipal population.	10.80	11.02	9.43	4.43	This indicator measures the number of visits to aquatic facilities per head of municipal population. In 2024/25, there was a slight decrease in utilisation of aquatic facilities. This decrease could be due to the retiling project that Council undertook at Aquahub, which required closure of pool access during November 2024 to April 2025. Council utilisation rates remain high due to successful community programming and engagement approaches.
Service Cost Cost of aquatic facilities The direct cost less any income received of providing aquatic facilities per visit.	-\$1.13	-\$1.14	\$0.31	\$2.91	This measure relates to the overall cost of running Council aquatic facilities, less revenue received. This measure indicates positive and consistent financial performance.

Service/indicator/ measure	Result 2024/25	Result 2023/24	Result 2022/23	Result 2021/22	Comment
Animal Management					
Timeliness Time taken to action animal requests The average number of days it has taken for Council to action animal management related requests.	1.01	1.03	1.01	1.03	This measure relates to the average number of days between the receipt of an animal management request and the first action response. The time taken to action animal management requests continues to remain low due to Council's responsive approach.
Service standard Animals reclaimed The percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> reclaimed.	65.38%	69.75%	65.45%	70.25%	This measure relates to the percentage of collected registrable animals reclaimed under the <i>Domestic Animals Act 1994</i>. The number of animals reclaimed has decreased slightly but remains consistent with previous years. Council continues to focus on reuniting animals with their owners.
Service standard Animals rehomed The percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> that are rehomed.	51.11%	15.89%	18.79%	18.99%	This measure relates to the percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> who are subsequently rehomed. The 2023/24 result is adjusted to 52.63% due to a change in methodology by Local Government Victoria. The percentage of animals rehomed for 2024/25 is comparable to the adjusted 2023/24 figure.

Victorian Local Government Performance Reporting Framework: Statement of service performance

Service/indicator/ measure	Result 2024/25	Result 2023/24	Result 2022/23	Result 2021/22	Comment
Service cost Cost of animal management service per population The direct cost of the animal management service per municipal population.	\$6.77	\$6.15	\$5.25	\$5.33	This measure highlights the direct cost of Council's animal management service per registrable animal under the <i>Domestic Animals Act 1994</i>. The cost of animal management service is higher than previous year.
Health and safety Animal management prosecutions Percentage of prosecutions per unclaimed collected registrable animals, under the <i>Domestic Animals Act 1994</i>, which are rehomed.	89%	100%	100%	100%	This measure captures the percentage of successful animal management prosecutions under the <i>Domestic Animals Act 1994</i>. In 2024/25, The number of animal management prosecutions has decreased in comparison to previous years. Council was unsuccessful in two animal management prosecutions which is reflected in the overall result.

Service/indicator/ measure	Result 2024/25	Result 2023/24	Result 2022/23	Result 2021/22	Comment
Food Safety					
Timeliness Time taken to action food complaints The average number of days it has taken for Council to action food complaints received from members of the public about the safety or handling of food for sale.	1.47	1.46	1.53	1.51	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). Data shown is for the 2024 calendar year to align with reporting to the Department of Health (DoH). The number of days taken to action food complaints is less than 2 days. Environmental Health Officers (EHOs) continue to respond to customers as soon as they are received.
Service standard Food safety assessments The percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment.	99.49%	99.47%	98.24%	99.11%	This indicator measures the percentage of registered Class 1 and Class 2 food premises that receive an annual food safety assessment. Data shown is for the 2024 calendar year to align with reporting to the Department of Health (DoH).
Service standard Food safety samples The percentage of food samples obtained per required number of food samples.	101.32%	101.34%	-	-	This indicator measures the percentage of food samples obtained (per the required number of food samples). Data shown is for the 2024 calendar year to align with reporting to the Department of Health (DoH) and is consistent with the previous year result.

Service/indicator/ measure	Result 2024/25	Result 2023/24	Result 2022/23	Result 2021/22	Comment
Service cost Cost of food safety service The direct cost of the food safety service per food premises registered by Council, or for which Council has received notification, during the year.	\$704.04	\$713.88	\$737.18	\$641.56	This measure captures the direct cost of providing food safety services per food premises. The cost of the food safety service is tracking closely to the same time in the previous year.
Health and safety Critical and major non-compliance outcome notifications The percentage of critical and major non-compliance outcome notifications that are followed up by Council.	100.00%	99.26%	100.00%	100.00%	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 2024 calendar year and aligns with the Department of Health (DoH) reporting requirements. In 2024, all premises that required a follow up inspection were undertaken.
Governance					
Transparency Council resolutions at meetings closed to the public The percentage of council resolutions made at an ordinary or special meeting of council, or at a meeting of a special committee consisting only of Councillors, closed to the public under section 89(2) of the <i>Local Government Act 1989</i> (the Act).	8.51%	9.93%	7.69%	15.49%	This indicator measures the percentage of Council resolutions at an Ordinary, or Special Council meeting, or at a meeting of a Special Committee of Council, consisting only of Councillors (and which are closed to the public under Section 66 of the <i>Local Government Act 2020</i>). The percentage of Council resolutions at meetings closed to the public has decreased due to the decreased number of tender evaluation recommendations/reports that required Council approval (>\$500,000).

Service/indicator/ measure	Result 2024/25	Result 2023/24	Result 2022/23	Result 2021/22	Comment
Consultation and engagement Satisfaction with community consultation and engagement The community satisfaction rating out of 100 with the consultation and engagement efforts of the council. This includes consulting and engaging directly with the community on key local issues requiring decisions by council.	58	59	56	59	Community satisfaction is measured in the annual Maroondah Community Satisfaction Survey. Community satisfaction with "Community consultation and engagement" in 2024/25 have remained consistent with results received in previous financial years.
Attendance Council attendance at Council meetings The percentage of attendance at ordinary and special council meetings by councillors.	91.67%	82.41%	89.81%	83.33%	A number of Ordinary and Special meetings of Council are held annually. This indicator measures overall Councillor attendance at these meetings. In 2024/25, there was a 11.24% variance compared to the previous year. This is a result of reduced number of councillors taking leave of absences.
Service cost Cost of elected representation The direct cost of delivering council's governance service per councillor.	\$63,238.00	\$63,908.11	\$60,914.56	\$54,133.44	This measure relates to the direct cost of delivering Council's Governance service (per elected representative). In 2024/25, the cost of elected representation is consistent to previous years results.
Decision making Satisfaction with Council decisions The community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community.	59	60	58	59	Community satisfaction is measured in the annual Maroondah Community Satisfaction Survey. Community satisfaction with "council decisions" in 2024/25 have remained consistent with results received in previous years.

Service/indicator/ measure	Result 2024/25	Result 2023/24	Result 2022/23	Result 2021/22	Comment
Libraries					
Resource standard Recently purchased library collection The percentage of the library collection that has been purchased in the last 5 years.	74.17%	77.97%	76.97%	78.43%	This measure refers to the percentage of the library collection which has been purchased over the last five years. The percentage of recently purchased library collection items now includes digital items.
Service cost Cost of library service per population The direct cost of the library service per population.	\$26.45	\$25.64	\$20.21	\$19.71	This measure captures the direct cost of the library service (per municipal population). The cost of the library service has increased when compared to the previous year.
<i>Utilisation</i> Loans per head of population The number of collection item loans, per population.	8.96	9.18	New	New	This measure captures the number of collection item (loans), per head of the municipal population. Loans per population are comparable to the previous year.
Participation Library membership The percentage of resident municipal population who are registered library members.	39.22%	34.89%	New	New	This measure looks at the percentage of resident municipal population who are registered library members. The increase in membership between 2023/24 to 2024/25 is largely due to an increase online registration and activities. This was a new measure introduced to the Framework in 2023/24, so data before this point is not available.
Participation Library visits per head of population The amount of library visits per head of population.	4.43	4.35	New	New	This measure shows the number of library visits per head of municipal population. Library visits per head of the population in 2024/25 are comparable to the previous year.

Service/indicator/ measure	Result 2024/25	Result 2023/24	Result 2022/23	Result 2021/22	Comment
Maternal and Child Health					
Service standard Infant enrolments in the MCH service % of infants enrolled in the MCH service	100.32%	101.24%	100.97%	101.33%	The MCH service enrolls newborn infants in the service (for home visits) following receipt of a birth notification from the hospital. This result is consistent with the birth notices received by Council, with some variation due to the families of infants moving into and out of the municipality.
Service cost Cost of the MCH service The cost of the MCH service per hour of service delivered.	\$81.20	\$58.48	\$76.45	\$76.47	This measure shows the cost of delivering Council's MCH service per hours of delivered service. The delivery of additional support programs for families, including the Saturday clinic and Dad's Connect Sessions, have resulted in a slight increase in the cost of delivering the MCH service.
Participation Participation in MCH service The percentage of children enrolled who participate in the MCH service.	75.82%	74.54%	75.16%	73.42%	This measure captures participation of children in key age and stage appointments. Participation rates in 2024/25 are consistent to previous financial years.
Participation Participation in MCH service by Aboriginal children The percentage of Aboriginal children enrolled who participate in the MCH service.	82.46%	82.73%	77.08%	84.69%	This measure captures the percentage of Aboriginal children enrolled who participate in the MCH service. Participation rates in 2024/25 are consistent to previous financial years.
Participation Participation in 4-week Key Age and Stage visit The percentage of infants enrolled in the MCH service who participated in 4-week Key Age and Stage visit.	98.00%	97.68%	95.72%	101.33%	This measure shows the percentage of infants enrolled in the MCH service who participated in their 4-week KAS (Key Ages and Stages) visit. Participation in 4-week Key Age and Stage visit generally continues at the same rate as birth notifications received.

Service/indicator/ measure	Result 2024/25	Result 2023/24	Result 2022/23	Result 2021/22	Comment
Roads					
Satisfaction of use Sealed local road requests The number of sealed local road requests per 100 kilometres of sealed local road.	106.86	103.53	131.39	113.31	Road requests are defined as customer requests logged in Council's corporate customer service application, Infor Pathway. In 2024/25, there has been an increase in sealed local road requests compared to the previous financial year. Requests relate to issues such as: line marking, pothole repairs, damaged roads and patching, and road sweeping.
Condition Sealed local roads maintained to condition standards The percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal.	96.94%	98.11%	97.71%	98.65%	Council defines the intervention level to be a road condition rating equivalent to "very poor". The 2024/25 result for sealed local roads maintained to condition standards remains consistent with previous financial years.
Service cost Cost of sealed local road reconstruction The direct reconstruction cost per square metre of sealed local roads reconstructed.	\$198.49	\$304.93	\$238.06	\$385.77	This measure shows the total project costs associated with the reconstruction of a sealed local road. Despite the increasing cost of labour and materials, the cost of sealed local road reconstruction has decreased compared to the previous year.
Service cost Cost of sealed local road resealing The direct resealing cost per square metre of sealed local roads resealed.	\$34.12	\$38.05	\$29.90	\$36.89	This measure shows the total project costs associated with the resealing of a sealed local road. Despite the increasing cost of labour and materials, the cost of sealed local road resealing in 2024/25 has decreased compared to the previous year.

Service/indicator/ measure	Result 2024/25	Result 2023/24	Result 2022/23	Result 2021/22	Comment
Satisfaction Satisfaction with sealed local roads The community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.	55	56	61	63	Satisfaction is measured in the annual Community Satisfaction Survey. Community satisfaction with “sealed local roads” in 2024/25 remains consistent with the previous years.
Statutory Planning					
Timeliness Time taken to decide planning applications The median number of days taken between receipt of a planning application and a decision on the application.	29	36	35	29	This measure shows the median number of days between the receipt of a planning application and the decision made regarding that application. In 2024/25, the time taken to make a decision on planning applications is lower than the previous year.
Service standard Planning applications decided within required time frames The percentage of regular and VicSmart planning application decisions made within legislated time frames.	85.83%	75.67%	73.99%	83.52%	In accordance with the Planning and <i>Environment Act 1987</i>, a Council is permitted 60 statutory days to decide on a planning application. In 2024/25, there has been an increase in the percentage of decisions made within this required timeframe, compared to the previous financial year.
Service cost Cost of statutory planning service The direct cost of the statutory planning service per planning application received	\$2602.67	\$2622.36	\$2784.56	\$1917.15	This measure shows the direct cost to Council to provide the statutory planning service per planning application received. The cost of the statutory planning service in 2024/25 is comparable to the previous year.
Decision making Planning decisions upheld at VCAT The percentage of planning application decisions subject to review by VCAT that were not set aside.	80.77%	87.50%	95.45%	89.19%	If an applicant disagrees with a decision of Council (in relation to a planning application) they can appeal that decision at the Victorian Civil and Administrative Tribunal (VCAT). The percentage of decisions upheld by VCAT in 2024/25 is lower compared to the previous year but remains high.

Service/indicator/ measure	Result 2024/25	Result 2023/24	Result 2022/23	Result 2021/22	Comment
Waste Collection					
Service standard Kerbside collection bins missed The number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts.	3.08	3.72	4.65	4.79	This indicator shows the ratio of bins missed (scheduled bin collections). This includes 120L, 80L, a second bin and fortnightly recycling kerbside bin collections. There was a decrease in the number of missed bins compared to the same time last year, showing a continual improvement in the efficiency of the service.
Service cost Cost of kerbside garbage bin collection service The direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin.	\$143.62	\$137.31	\$133.26	\$131.30	This measure highlights the direct cost to Council to provide the kerbside garbage bin collection service (per kerbside garbage bin). There was a 4.59% variance increase in 2024/25 which could be due to the consumer price index increase.
Service cost Cost of kerbside recyclables bin collection service The direct cost of the kerbside recyclables collection service (including the contract cost of collection) per kerbside recyclables collection bin.	\$66.68	\$66.42	\$66.22	\$75.74	This measure shows the direct cost to Council to provide the kerbside recyclables collection service per kerbside recyclables bin. The cost of kerbside recyclables collection service remain consistent with previous years.

Service/indicator/ measure	Result 2024/25	Result 2023/24	Result 2022/23	Result 2021/22	Comment
Waste diversion Kerbside collection waste diverted from landfill The percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.	57.52%	59.30%	56.22%	55.50%	This measure refers to the percentage of garbage, recyclables and green organics collected from kerbside bins, that is diverted from landfill. There has been a 3.02% variation from budget in the amount of waste diverted from landfill. This could be related to the introduction of the Container Deposit Scheme reducing the tonnes collected for recycling and a reduction in the Food Organics Garden Organics (FOGO) tonnes due to less rainfall resulting in less organic growth.



Annual Financial Report and Performance Statement

For the year ended 30 June 2025

Understanding the Financial Report

Introduction

The Financial Report shows how Council performed financially during the 2024/25 financial year and shows its overall financial position at the end of the financial year (30 June 2025).

Council presents its financial report in accordance with Australian Accounting Standards.

Particular terms required by the Standards may not be familiar to some readers. Further, Council is a government organisation and some of the generally recognised terms used in private sector company reports are not appropriate for Council's reports.

Council is committed to accountability and transparency. It is in this context that the plain English guide has been developed to assist readers to understand and analyse the Financial Report.

What is contained in the Annual Financial Report?

Council's financial report has two sets of Statements:

1. Financial Statements
2. Performance Statement

Each of these Statements is prepared by Council employees, examined by Council's Audit and Risk Advisory Committee and by the members of Council, and are audited by the Victorian Auditor-General.

Financial Statements

The Financial Statements report on how Council performed financially during the financial year and shows its overall financial position as at the end of the financial year.

The face of the Financial Statements include a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. The Financial Statements also contain Notes, which set out Council's accounting policies and details of the line item amounts contained in the face of the statements.

Comprehensive Income Statement

The Comprehensive Income Statement is sometimes referred to as a 'Profit and Loss Statement' in the private sector and shows the:

- Sources of Council's revenue under various income headings
- Expenses incurred in running the Council during the year. These expenses relate only to the 'Operations' of Council, and do not include the costs associated with the purchase or building of assets. While asset purchase costs are not included in Expenses, asset depreciation costs are included.

The surplus or deficit for the year is the key figure to look at on the Comprehensive Income Statement to assess Council's financial performance. It is calculated by deducting the total expenses for the year from total revenues.

The comprehensive result on the Comprehensive Income Statement includes items that will not be reclassified to surplus or deficit in future periods. The main item affecting the comprehensive income/expense of Council relates to the revaluation of its assets.

Balance Sheet

The Balance Sheet is a summary of Council's financial position as at 30 June. It shows what Council owns as assets and what it owes as liabilities. The bottom line of this Statement is Net Assets. This is the equity or net worth of Council, which has been built up over the life of the Council.

The assets and liabilities are separated into Current and Non-Current. Current generally means those assets which will be received or liabilities which will be paid within the next 12 months. Non-Current are all those assets and liabilities which are held for a longer-term.

The net current assets, or working capital as it is sometimes called, is an important measure of Council's ability to meet its debts as and when they fall due.

The components of the Balance Sheet are:

Current and Non-Current Assets

Cash and cash equivalent assets include cash and investments i.e. cash held in the bank and in petty cash and the market value of Council's investments with a maturity of less than 90 days.

Trade and other receivables are monies owed to Council by ratepayers and others.

Financial assets are the market value of investments held with a maturity of greater than 90 days.

Inventories are stocks held for sale or consumption in Council's services.

Other assets include prepayments of expenses that Council has paid for in advance and assets held for resale which are in a position of being marketed and sold.

Investments in associates represent Council's investment in Your Library Ltd and Narre Warren User Group.

Intangibles represent non-current assets held by Council that are not tangible.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, drains, vehicles, equipment etc. which has been built up by Council over many years.

Right-of-use assets represent Council's right to use an underlying asset as agreed to under the terms of a lease agreement.

Current and Non-Current Liabilities

Trade and other payables are those to whom Council owes money as at 30 June.

Trust fund and deposits represent monies held in trust by Council i.e. security deposits.

Provisions represent estimates of future obligations and include accrued long service and annual leave owed to employees.

Interest-bearing liabilities are borrowings of Council.

Unearned income represents amounts received by Council in exchange for the provision of services or products that are yet to be delivered or fully completed.

Lease liabilities represent Council's obligations as a result of entering into lease agreements.

Net Assets

This term is used to describe the difference between the value of Total Assets and the value of Total Liabilities. It represents the net worth of Council as at 30 June.

Total Equity

This always equals Net Assets. It is made up of the following components:

- Assets revaluation reserve, which reflects the net change in the value of Council's revalued assets given their current valuation. This component of equity is impacted by Other Comprehensive Income in the Comprehensive Income Statement.
- Accumulated surplus, which is reflective of the cumulative surplus'/deficits Council has achieved over its lifetime, as stated in the Comprehensive Income Statement for each financial year.

Statement of Cash Flows

The Statement of Cash Flows summarises Council's cash payments and cash receipts for the year. This Statement is presented according to a very specific Accounting Standard and needs some care in analysis. The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis.

Cash in this Statement refers to bank deposits and other forms of highly liquid investments that can be readily converted to cash.

Council's cash arises from, and is used in, three main areas.

1. Cash flows from operating activities:
 - Receipts – all cash received into Council's bank account from ratepayers and others who owe money to Council. Receipts also include the interest earnings from Council's cash investments. It does not include the costs associated with the sale of assets.
 - Payments – all cash paid by Council from its bank account to employees, creditors and other persons. It does not include the costs associated with the creation of assets.
2. Cash flows from investing activities:
 - This section shows the cash invested in the creation or purchase of property, infrastructure, plant and equipment assets and the cash received from the sale of these assets. This section also shows Council's activity from investing in term deposits throughout the period.
3. Cash flows from financing activities:
 - This is where the receipt and repayment of borrowed funds are recorded.

The bottom line of the Cash Flows Statement is the cash and cash equivalents at end of the financial year. This shows the capacity of Council to meet its cash debts and other liabilities.

Statement of Changes in Equity

During the course of the year the value of Total Equity as set out in the Balance Sheet changes. This Statement shows the values of such changes and how these changes arose.

The main reasons for a change in equity stem from:

- the 'surplus or deficit' from operations, described in the Comprehensive Income Statement as Comprehensive Result for the year
- a revaluation of assets which takes place on a regular basis to ensure the most up-to-date value is included in Council's books.

Notes to the Financial Statements

The Notes are a very important and informative section of the Financial Statements. The Australian Accounting Standards are not prescriptive regarding a lot of issues. Therefore, to enable the reader to understand the basis on which the values shown in the face of the Statements are established, it is necessary to provide details of Council's significant accounting policies.

Apart from the accounting policies, the Notes also give details and context behind many of the summary figures contained in the face of the Statements. The Note numbers are shown beside the relevant items in the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity and the Statement of Cash Flows, and should be read in conjunction with these items to give a clearer picture of the accounts.

The Notes also include information that Council wishes to disclose but which cannot be incorporated into the face of the Statements. Other notes include:

- The breakdown of expenses, revenues, reserves and other assets
- Contingent liabilities
- Transactions with persons related to Council.

Certification by the Principal Accounting Officer, Chief Executive Officer (CEO) and Councillors

The Certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council that, in her/his opinion, the Financial Statements have met all the statutory and professional reporting requirements.

The Certification of the CEO and Councillors is made by two Councillors and the CEO on behalf of Council that, in their opinion, the Financial Statements are fair and not misleading or inaccurate.

Performance Statement

The Performance Statement reflects the Council performance on indicators included in the Local Government Performance Reporting Framework. Please note that the source for some of the data included in this framework is derived from external sources such as the Local Government Community Satisfaction Survey, the Australian Bureau of Statistics and the Department of Health.

Auditor General's Report

The Independent Audit Report provides the reader with an external and independent opinion on the Financial Statements. It confirms that the Financial Report has been prepared in accordance with relevant legislation and professional standards and that it represents a fair picture of the financial affairs of the Council.

A separate Independent Audit Report is also provided with respect to the information contained within Council's Performance Statement.

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Content Overview

These financial statements are General Purpose Financial Statements and cover the consolidated operations for Maroondah City Council.

All figures presented in these financial statements are presented in Australian Currency.

These financial statements were authorised for issue by the Council on 16 September 2024 Council has the power to amend and reissue these financial statements.

Certification of the Financial Statements

For the Year Ended 30 June 2025

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



A. Rocca, CA

Principal Accounting Officer

Dated: 29 August 2025

Melbourne

In our opinion, the accompanying financial statements present fairly the financial transactions of Maroondah City Council for the year ended 30 June 2025 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



K. Spears

Mayor

Dated: 29 August 2025

Melbourne



C. Jones

Councillor

Dated: 29 August 2025

Melbourne



S. Kozlowski

Chief Executive Officer

Dated: 29 August 2025

Melbourne

Victorian Auditor General's Report
Financial Statements



Independent Auditor's Report

To the Councillors of Maroondah City Council

Opinion	I have audited the financial report of Maroondah City Council (the council) which comprises the: • balance sheet as at 30 June 2025 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
3 September 2025


Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the Year Ended 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
Income / Revenue			
Rates and charges	3.1	111,781	108,109
Statutory fees and fines	3.2	5,519	5,804
User fees	3.3	32,617	31,612
Grants - operating	3.4	12,771	4,650
Grants - capital	3.4	25,230	6,636
Contributions - monetary	3.5	7,468	7,773
Contributions - non monetary	3.5	158	—
Net gain on disposal of property, infrastructure, plant and equipment	3.6	—	866
Share of net profits of associates and joint ventures	6.3	149	190
Other income	3.7	5,591	5,439
Total income / revenue		201,284	171,079
Expenses			
Employee costs	4.1	69,336	67,009
Materials and services	4.2	62,454	57,501
Depreciation	4.3	28,661	26,395
Amortisation - Intangible assets	4.4	332	298
Depreciation - Right of use assets	4.5	1,549	1,573
Allowance for impairment losses	4.6	663	105
Borrowing costs	4.7	793	914
Finance Costs - Leases	4.8	331	368
Net loss on disposal of property, infrastructure, plant and equipment	3.6	178	—
Other expenses	4.9	3,134	4,374
Total expenses		167,431	158,537
Surplus/(deficit) for the year		33,853	12,542
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	6.2	716,009	79,491
Total items which will not be reclassified subsequently to the operating result		716,009	79,491
Total other comprehensive income		716,009	79,491
Total comprehensive result		749,862	92,033

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	78,439	51,352
Trade and other receivables	5.1	12,128	12,327
Other financial assets	5.1	9,319	36,001
Inventories	5.2	569	472
Non-current assets classified as "held for sale"	6.1	3,987	826
Other assets	5.2	2,007	922
Total current assets		106,449	101,900
Non-current assets			
Trade and other receivables	5.1	124	90
Investments in associates, joint arrangements and subsidiaries	6.3	2,254	2,105
Property, infrastructure, plant and equipment	6.2	2,950,077	2,200,983
Intangible assets	5.2	820	1,051
Right-of-use assets	5.8	6,016	7,285
Total non-current assets		2,959,291	2,211,514
Total assets		3,065,740	2,313,414
Liabilities			
Current liabilities			
Trade and other payables	5.3	33,988	32,158
Provisions	5.5	16,167	15,066
Contract and other liabilities	5.3	3,635	15,288
Trust funds and deposits	5.3	8,232	5,856
Interest-bearing liabilities	5.4	3,090	2,962
Lease liabilities	5.8	606	1,119
Total current liabilities		65,718	72,449
Non-current liabilities			
Trust funds and deposits	5.3	6	6
Contract and other liabilities	5.3	—	225
Provisions	5.5	1,444	1,331
Interest-bearing liabilities	5.4	12,679	15,763
Lease liabilities	5.8	5,684	6,379
Total non-current liabilities		19,813	23,704
Total liabilities		85,531	96,153
Net assets		2,980,209	2,217,261
Equity			
Accumulated surplus		934,440	890,001
Reserves	9.1	2,045,769	1,327,260
Total Equity		2,980,209	2,217,261

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2025

	Note	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
2025					
Balance at beginning of the financial year		2,217,261	890,001	1,315,260	12,000
Adjustment for prior periods – property, infrastructure, plant and equipment	6.2	13,086	13,086	–	–
Adjusted opening balance		2,230,347	903,087	1,315,260	12,000
Surplus/(deficit) for the year		33,853	33,853	–	–
Other comprehensive income					
Net asset revaluation gain/(loss)	6.2	716,009	–	716,009	–
Other comprehensive income		716,009	–	716,009	–
Total comprehensive income		749,862	33,853	716,009	–
Transfers to other reserves	9.1	(2,500)	(2,500)	–	–
Transfers from other reserves	9.1	2,500	–	–	2,500
Balance at end of the financial year		2,980,209	934,440	2,031,269	14,500
2024					
Balance at beginning of the financial year		2,094,698	846,929	1,235,769	12,000
Adjustment for prior periods – property, infrastructure, plant and equipment	6.2	30,530	30,530	–	–
Adjusted opening balance		2,125,228	877,459	1,235,769	12,000
Surplus/(deficit) for the year		12,542	12,542	–	–
Other comprehensive income					
Net asset revaluation gain/(loss)	6.2	79,491	–	79,491	–
Other comprehensive income		79,491	–	79,491	–
Total comprehensive income		92,033	12,542	79,491	–
Balance at end of the financial year		2,217,261	890,001	1,315,260	12,000

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2025

	Note	2025 Inflows/ (Outflows) \$ '000	2024 Inflows/ (Outflows) \$ '000
Cash flows from operating activities			
Rates and charges		113,038	105,408
Statutory fees and fines		5,931	6,148
User fees		33,326	33,686
Grants - operating		13,128	4,679
Grants - capital		13,589	4,826
Contributions - monetary		7,689	7,921
Interest received		4,431	3,664
Trust funds and deposits taken		26,939	29,895
Other receipts		(2,403)	357
Net GST refund/(payment)		8,317	6,197
Employee costs		(66,426)	(68,030)
Materials and services		(72,004)	(64,678)
Trust funds and deposits repaid		(24,563)	(30,230)
Other payments		(720)	—
Net cash provided by/(used in) operating activities	9.2	60,272	39,843
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(55,535)	(36,943)
Proceeds from sale of property, infrastructure, plant and equipment		1,236	1,389
Payments for investments		(149,158)	(159,587)
Proceeds from sale of investments		175,840	138,161
Net cash provided by/(used in) investing activities		(27,617)	(56,980)
Cash flows from financing activities			
Finance costs		(793)	(914)
Repayment of borrowings		(2,956)	(2,837)
Interest paid - lease liability		(331)	(368)
Repayment of lease liabilities		(1,488)	(1,453)
Net cash flow provided by/(used in) financing activities		(5,568)	(5,572)
Net Increase (decrease) in cash and cash equivalents		27,087	(22,709)
Cash and cash equivalents at the beginning of the financial year		51,352	74,061
Cash and cash equivalents at the end of the financial year		78,439	51,352

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works

For the Year Ended 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
Property			
Land		—	128
Total land		—	128
Buildings		32,619	11,902
Total buildings		32,619	11,902
Total property		32,619	12,030
Plant and equipment			
Plant, machinery and equipment		3,544	3,346
Fixtures, fittings and furniture		942	2,115
Computers and telecommunications		136	30
Total plant and equipment		4,622	5,491
Infrastructure			
Roads		5,138	3,426
Footpaths and cycleways		2,486	2,099
Drainage		3,009	5,683
Waste management		24	25
Parks, open space and streetscapes		6,702	5,068
Off street car parks		478	675
Other infrastructure		229	185
Total infrastructure		18,066	17,161
Total capital works expenditure	6.2	55,307	34,682
Represented by:			
New asset expenditure		28,908	9,504
Asset renewal expenditure		22,286	19,560
Asset upgrade expenditure		4,113	5,618
Total capital works expenditure		55,307	34,682

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Report

For the Year Ended 30 June 2025

Note 1. Overview

Introduction

The Maroondah City Council ("Council") was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate.

The Council's main office is located at 179 Maroondah Highway Ringwood, VIC 3134.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2.)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2.).
- the determination of employee provisions (refer to Note 5.5.).
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Notes to the Financial Report

For the Year Ended 30 June 2025

Note 1. Overview (continued)

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 2. Analysis of our results

Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$1 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 24 June 2024. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / Revenue and expenditure

	Budget 2025 \$ '000	Actual 2025 \$ '000	Variance \$ '000	Variance %	Ref
Income / Revenue					
Rates and charges	111,667	111,781	114	0%	
Statutory fees and fines	6,137	5,519	(618)	(10)%	1
User fees	33,133	32,617	(516)	(2)%	
Grants - operating	9,029	12,771	3,742	41%	2
Grants - capital	26,708	25,230	(1,478)	(6)%	3
Contributions - monetary	7,697	7,468	(229)	(3)%	
Contributions - non monetary	—	158	158	100%	4
Net gain on disposal of property, infrastructure, plant and equipment	768	—	(768)	(100)%	5
Share of net profits of associates and joint ventures	—	149	149	100%	
Other income	4,631	5,591	960	21%	6
Total income / revenue	199,770	201,284	1,514	1%	
Expenses					
Employee costs	70,932	69,336	1,596	2%	7
Materials and services	64,955	62,454	2,501	4%	8
Depreciation	30,442	28,661	1,781	6%	9
Amortisation - intangible assets	—	332	(332)	(100)%	10
Depreciation - right of use assets	1,529	1,549	(20)	(1)%	
Allowance for impairment losses	—	663	(663)	(100)%	11
Borrowing costs	788	793	(5)	(1)%	
Finance costs - leases	182	331	(149)	(82)%	12
Net loss on disposal of property, infrastructure, plant and equipment	—	178	(178)	(100)%	5
Other expenses	810	3,134	(2,324)	(287)%	14
Total expenses	169,638	167,431	2,207	1%	
Surplus/(deficit) for the year	30,132	33,853	3,721	12%	

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	The unfavourable variance in statutory fees and fines is mainly due to Planning Fees, linked to a decrease in the number of planning applications received as well as the nature of the planning applications received. There has been a notable decline in applications for major/large-scale developments that would typically incur higher application fees.
2.	The favourable variance in operating grants is mainly due to 50% of the estimated VGC 2025/26 payment totalling \$2.96 million being brought forward into 2024/25. \$826k of carry forward income recognized in 2024/25.
3.	The unfavourable variance in capital grants is mainly due to the Croydon Community HUB A project. \$2.0m was budgeted to be received and expended. However, in accordance with Accounting Standard AASB 1058 whereby revenue is recognised when expenses are incurred, in 2024/25 \$878k was spent, resulting in an unfavourable variance of \$1.12m. The project has progressed through the design stage and site preparation, but no construction works have commenced.
4.	The favourable variance in non-monetary contributions is due to an area of approximately 2000 square meters provided to the Council by the Department of Education . The land adjoins existing Council land and is part of Tarralla Creek Reserve. This allocation was not included in the budget.
5.	The unfavourable variance is a result of the delay in the sale of land for \$1 million, which was budgeted for in 2024/25, this land is now due to be sold in 2025/26.
6.	The favourable variance in Other Income is primarily attributed to actuals exceeding the budget for the Container Deposit Scheme Rebate (\$314k). Additionally, there was a higher return on investments than expected due to an increase in interest rates on higher cash balances (\$297k).
7.	The favourable variance in employee costs is mainly due to short term staff vacancies across the organisation throughout the financial year and casual salary savings linked to the closure of Aquahub for a period of time to undertake essential maintenance..
8.	The favourable variance in materials and services is mainly due to the delayed implementation of the Council Enterprise resource system, leading to a lower license fee cost for 2024/25. Additionally, a dry summer and autumn season have resulted in reduced green waste processing costs.
9.	The favourable variance in Depreciation is a result of including land under roads in the budgeted depreciation figure. This inclusion led to an overstatement of the budgeted depreciation. Upon identification, this was corrected for future budget calculations. If calculated using the new method, the budgeted depreciation for 2024/2025 would have been approximately \$29 million.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 2.1 Performance against budget (continued)

11. Allowance for impairment losses is an unbudgeted item. The unfavourable variance is mainly due to a Planning application fee for development of land for a ten story building was recognised in 2023/24, after a dispute and negotiations the invoice was reduced by \$705k.
12. The unfavourable variance in finance costs - leases is due to waste trucks being classified as a lease, however were not budgeted as such for 2024/25.
13. The unfavourable variance in other expenses is due to assets written off during the period (\$2.4m), which is subject to variation and relates to old infrastructure assets reviewed prior to maintenance work. Refer to Note 4.9

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 2.1 Performance against budget (continued)

2.1.2 Capital works

	Budget 2025 \$ '000	Actual 2025 \$ '000	Variance \$ '000	Variance %	Ref
Property					
Buildings	43,736	32,619	(11,117)	(25.42)%	1
Total buildings	43,736	32,619	(11,117)	(25.42)%	
Total property	43,736	32,619	(11,117)	(25.42)%	
Plant and equipment					
Plant, machinery and equipment	2,637	3,544	907	34.40%	2
Fixtures, fittings and furniture	832	942	110	13.22%	3
Computers and telecommunications	516	136	(380)	(73.64)%	4
Total plant and equipment	3,985	4,622	637	15.98%	
Infrastructure					
Roads	4,295	5,138	843	19.63%	5
Footpaths and cycleways	3,292	2,486	(806)	(24.48)%	6
Drainage	3,785	3,009	(776)	(20.50)%	7
Waste management	50	24	(26)	(52.00)%	8
Parks, open space and streetscapes	4,707	6,702	1,995	42.38%	9
Off street car parks	420	478	58	13.81%	10
Other infrastructure	1,215	229	(986)	(81.15)%	11
Total infrastructure	17,764	18,066	302	1.70%	
Total capital works expenditure	65,485	55,307	(10,178)	(15.54)%	
Represented by:					
New asset expenditure	30,611	28,908	(1,703)	(5.56)%	12
Asset renewal expenditure	28,318	22,286	(6,032)	(21.30)%	13
Asset upgrade expenditure	6,556	4,113	(2,443)	(37.26)%	14
Total capital works expenditure	65,485	55,307	(10,178)	(15.54)%	

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Explanation

- | Ref | Explanation |
|-----|--|
| 1. | Council budgeted to spend \$10.85M on Croydon Community Wellbeing Precinct Cultural Hub, the project continued through design stage and site preparation however no construction works commenced in 2024/2025. Resulting an underspend in comparison to budget of around \$10M, the remaining variance can be attributed to Ringwood Activity Centre Carpark with work nearing completion however set to continue into the early stages of the 25/26 financial year. |
| 2. | There was an overspend in this capital works line item due to supply chain issues of prior periods which have appeared to ease resulting in a reduction of items on back order and the arrival of several key plant items. A decision was also made to purchase some fleet items that had previously been leased, while this increased current year spend this will be offset over the life of the items. The increase in expenditure was offset by an increase in income received as higher than expected sales. |
| 3. | The overspend is mainly due to the completion of the Croydon laneway carried forward project from 23/24 (\$0.06M) and the fit out of the new Karralyka foyer (\$0.12M). This increased spend was slightly offset by a reduction in spend against the equipment replacement budget amount. |
| 4. | Underspend in this line item is slightly offset by spend on intangible software of \$0.1M. |
| 5. | This line item's overspend can be attributed to the completion of around \$0.2M of carried forward project from 2023/2024, along with the allocation of around \$0.7M towards road asset works as part of completing drainage/footpath budgeted projects. |
| 6. | This underspend can be attributed to multiple factors, including as mentioned above for roads there was around \$0.35M of footpath related works that incorporated other asset works and therefore categorised across roads and drainage. A further \$0.2M has been allocated to complete path works that fall within parks and open space, including Mullum Mullum Creek Trail Improvement. Unspent funds are being carried forward into 2025/2026 to complete upcoming projects. |
| 7. | As mentioned within roads, a portion of drainage budgeted works resulted in related works to Council roads, therefore the allocated spend is demonstrated in the overspend in the roads asset class. There was \$0.5M attributed to the roads asset class as a result of drainage works undertaken, the remainder of the underspend is associated with the continued works for Mullum Mullum Retarding Basin (\$0.25M). |
| 8. | Slight underspend, it is anticipated that \$0.05M will be spent on turning point works each year however this was not achieved this year. |
| 9. | Spend more than budget can be attributed to over \$0.5M of carry forward projects being completed this financial year including Ringwood North oval and golf safety fencing, with the carry forward portion not part of the 2024/2025 budget. Total works at Ringwood North oval amounted to \$1.7M, difference between budgeted amount and spend was offset by the under spend in buildings with budget reallocated for current year and to be reallocated back future years. There was also budget allocated from Footpaths into Open space as part of the Mullum Mullum Creek Trail Improvement works, along with allocations from the chosen projects for the capital community funding resulting in open space asset expenditure. |
| 10. | The completion of HE Parker Carpark (\$0.115M) and Heathmont Reserve Carpark (\$0.2M) occurred throughout the year, with both having a small carry forward budget. Along with works completed at Ainslie Park Carpark. |
| 11. | Ringwood Metro Activity Centre had minimal dollars allocated to the project in the year, \$0.6M down on budget. Works are only be carried out on pre-determined projects, of which there were no projects ready to progress in 2024/2025. Further to the above the other major reason for the underspend is \$0.16M of the commercial centres budget which is being carried forward to 2025/2026. |
| 12. | The timeframe for the completion of the Ringwood Activity Centre Carpark is the reason for the variance here, with works fully budgeted in 2024/2025 but the completion of the project is expected to now occur in the early stages of the 2025/2026 financial year. |
| 13. | Variance is attributed to Croydon Community Wellbeing Precinct Cultural Hub, with works not progressing passed design and site preparation phases. With over \$7.5M budgeted for in 2024/2025 which was not spent. |
| 14. | Variance is attributed to Croydon Community Wellbeing Precinct Cultural Hub, with works not progressing passed design and site preparation phases. With over \$2.2M budgeted as upgrade works in 2024/2025 which was not spent. |

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 2.2 Analysis of Council results by program

2.2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Assets and Leisure

The directorate is responsible for:

- Projects and Asset Management, which includes strategic asset management, open space strategic direction and policy development, capital works renewal program development for roads, car parks, community facilities and public open spaces, and the delivery of community facility and open space capital works improvement projects. This area also includes the maintenance and management of Maroondah's community facility assets
- Leisure and Major Facilities, which provides opportunities, activities and events to encourage increased community involvement and physical activity. This area manages Council's Maroondah Leisure facilities, including Aquanation, Aquahub, Ringwood and Dorset Golf, The Rings, The Nets, Maroondah Edge and Croydon Memorial Pool. It is also responsible for overall occupancy of Council's sporting facilities and pavilions including seasonal allocations, leases, licences and casual use, as well as the maintenance and management of Maroondah's sportsfields
- Operations maintains Maroondah's built and natural environment community assets, including parks, gardens, bushland, trees, waterways, stormwater drainage, roads and footpaths, as well as fleet management and maintenance. This area also includes cleansing, street sweeping, public toilet cleaning, and graffiti management.

Chief Executive Office

The Chief Executive Officer is the principal advisor to Council and the key liaison between the elected Council and Council administration. The responsibility of the office is to ensure that Council's vision is realised through the organisation's activities and that policies and programs of Council are effectively managed. The office provides support to the Mayor and Councillors and undertakes principal advocacy and stakeholder management activities on behalf of the City.

Chief Financial Office

The directorate is responsible for the provision of several corporate services to operational areas of Council, and includes:

- Finance & Commercial
- Cyber & Technology
- Governance & Performance

This includes the provision of efficient, effective and proactive support services across Council to enable the delivery of policy commitments, Council plan and vision. The provision of these service areas listed above includes finance services, delivering technological infrastructure to provide council services, property, governance and procurement, risk management and waste management services and program delivery and program integration and development.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 2.2 Analysis of Council results by program (continued)

People and Places

The Directorate is responsible for:

- Business and Precincts manages the relationship between Council and the business community to facilitate economic prosperity for Maroondah and the Eastern Region; providing placement at activity centres; working with the creative community and managing a range of arts, performance and cultural facilities.
- Communications and Citizen Experience manages public relations, communications, community engagement and corporate marketing via a range of channels and sites, and to keep the community and employees informed and engaged with associated strategies
- Community Services works with and supports all ages, abilities and diverse cultural groups essential in planning and building community wellbeing across Maternal and Child Health; Childrens and Youth Services, Family Services and Aged and Disability Services.
- People and Culture optimises service delivery outcomes as delivered and facilitated by employees, student placements and volunteers across strategy, policy and procedures to meet best practice contemporary employee relations and legislative requirements. These include change management, employee and leadership development, employee relations, gender equality, Occupational Health and Safety, Work Cover and injury management.

Strategy and Development

The directorate is responsible for:

- City Futures, which coordinates consultation for and delivery of key strategic policies, plans and actions relating city planning, liveability, environmental sustainability, community development and community wellbeing.
- Engineering and Building Services, provides engineering expertise in areas of transportation planning, drainage, engineering development approvals, asset protection, and capital works project management. It also provides building related approval permits, siting and hoarding consents, property information, and a range of other essential service and compliance activities set as legislative requirements.
- Statutory Planning facilitates Council's statutory land use and development decisions, environmental and planning compliance activities, delivering on key obligations under the Planning and Environmental Act and the Maroondah Planning Scheme.
- Community Safety manages Council's statutory and compliance activities under the Public Health and Wellbeing Act, Food Act, Emergency Management Act and Council's Local Laws. It includes Environmental Health, Immunisation, Emergency Management and Local Laws.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 2.2 Analysis of Council results by program (continued)

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

Functions/activities	Income / Revenue \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income / revenue \$ '000	Total assets \$ '000
2025					
Assets and Leisure	55,625	80,205	(24,580)	25,353	2,950,362
Chief Executive Office	5	1,829	(1,824)	—	—
Chief Financial Office	121,397	38,217	83,180	8,721	115,190
People and Places	11,470	28,553	(17,083)	3,567	—
Strategy and Development	12,787	18,627	(5,840)	360	—
Total functions and activities	201,284	167,431	33,853	38,001	3,065,740
2024					
Unattributed	—	—	—	—	200
Assets and Leisure	36,052	75,330	(39,278)	6,740	2,201,388
Chief Executive Office	49	1,792	(1,743)	—	—
Chief Financial Office	109,088	34,870	74,218	355	111,826
People and Places	11,844	28,640	(16,796)	3,891	—
Strategy and Development	14,046	17,905	(3,859)	300	—
Total functions and activities	171,079	158,537	12,542	11,286	2,313,414

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 3. Funding for the delivery of our services

	2025 \$ '000	2024 \$ '000
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3.1 Rates and charges

Council uses capital improved value ("CIV") as the basis of valuation of all properties within the municipal district. The CIV of a property is the market value of land and improvements.

The valuation base used to calculate general rates for 2024/2025 was \$46.45 billion (2023/24 \$44.09 billion).

General rates	90,171	86,780
Waste management charge	20,496	19,947
Special rates and charges	158	127
Supplementary rates and rate adjustments	521	933
Interest on rates and charges	416	303
Cultural and recreational	19	19
Total rates and charges	111,781	108,109

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2024, and the valuation will be first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

	2025 \$ '000	2024 \$ '000
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3.2 Statutory fees and fines

Infringements and costs	1,814	1,913
Court recoveries	367	341
Town planning fees	1,287	1,445
Land information certificates	133	120
Permits	1,908	1,863
Other	10	122
Total statutory fees and fines	5,519	5,804

Statutory fees and fines are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 \$ '000	2024 \$ '000
3.3 User fees		
Active leisure centres	24,889	23,994
Aged and health services	764	714
Asset Protection	292	283
Child care and children's programs	503	450
Community facilities recreation	958	829
Community health	80	64
Local laws	219	185
Occupation road reserve	67	108
Performing arts, functions and conferences	3,652	3,850
Public notices	85	94
Engineering and Building services	532	419
Youth programs	17	3
Other fees / charges	559	619
Total user fees	32,617	31,612
User fees by timing of revenue recognition		
User fees recognised at a point in time	32,617	31,612
Total user fees	32,617	31,612

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

	2025 \$ '000	2024 \$ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	35,059	7,343
State funded grants	2,942	3,943
Total grants received	38,001	11,286

(a) Operating Grants

Recurrent - Commonwealth Government

Aged care	1,169	946
Community health	—	11
Financial Assistance Grants	8,721	244
Youth and Children services	—	—

Recurrent - State Government

Aged care	4	557
Community Health	69	64
Maternal and child health	1,427	1,393
Youth and Children services	76	80
Other	—	2
Total recurrent operating grants	11,466	3,297

Notes to the Financial Statements

For the Year Ended 30 June 2025

Maroondah City Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 \$ '000	2024 \$ '000
Non-recurrent - Commonwealth Government		
Other	10	—
Sport and recreation	54	—
Non-recurrent - State Government		
Activity Centre Development	196	290
Aged care	—	42
Asset management	—	50
Engineering and Building Services	9	39
Community health	26	30
Community wellbeing	51	97
COVID-19	—	111
Engineering services	84	11
Maternal and child health	150	143
Sport and recreation	62	51
Strategic Planning and Sustainability	88	49
Youth and Children services	535	440
Natural Environment	40	—
Total non-recurrent operating grants	1,305	1,353
Total operating grants	12,771	4,650
(b) Capital Grants		
Non-recurrent - Commonwealth Government		
Buildings	878	—
Car parks	23,090	5,101
Recreational, leisure and community facilities	—	500
Roads	1,137	541
Non-recurrent - State Government		
Buildings	81	59
Commercial centres	7	173
Drainage	—	173
Recreational, leisure and community facilities	—	67
Roads	37	—
Other	—	22
Total non-recurrent capital grants	25,230	6,636
Total capital grants	25,230	6,636

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 \$ '000	2024 \$ '000
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(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 Income of Not-for-Profit Entities

General purpose	8,721	244
Specific purpose grants to acquire non-financial assets	25,230	6,636

Revenue recognised under AASB 15 Revenue from Contracts with Customers

Specific purpose grants	4,050	4,406
	38,001	11,286

(d) Unspent grants received on condition that they be spent in a specific manner:

Operating

Balance at start of year	996	1,046
Received during the financial year and remained unspent at balance date	717	797
Received in prior years and spent during the financial year	(720)	(847)

Balance at year end

993	996
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Capital

Balance at start of year	14,517	18,213
Received during the financial year and remained unspent at balance date	2,149	134
Received in prior years and spent during the financial year	(13,975)	(3,830)

Balance at year end

2,691	14,517
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Unspent grants are determined and disclosed on a cash basis.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 \$ '000	2024 \$ '000
3.5 Contributions		
Monetary	7,468	7,773
Total contributions	7,468	7,773
Non-monetary contributions		
Non-monetary	158	—
Total non-monetary contributions	158	—

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

	2025 \$ '000	2024 \$ '000
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale - monetary	1,236	1,389
Written down value of assets disposed	(1,414)	(523)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(178)	866
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(178)	866

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

	2025 \$ '000	2024 \$ '000
3.7 Other income		
Interest on investments	3,605	4,078
Container Deposit Scheme Rebate	334	299
Childcare Subsidy	298	—
Rent	960	911
Other	394	151
Total other income	5,591	5,439

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 4. The cost of delivering services

	2025 \$ '000	2024 \$ '000
4.1 Employee costs		
(a) Employee costs		
Wages and salaries	60,682	58,951
WorkCover	1,087	977
Superannuation	6,986	6,517
Fringe benefits tax	581	564
Total employee costs	69,336	67,009

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	113	173
	113	173

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,225	3,035
Employer contributions - other funds	3,648	3,309
	6,873	6,344

Total superannuation costs

	6,986	6,517
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Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 4. The cost of delivering services (continued)

	2025 \$ '000	2024 \$ '000
4.2 Materials and services		
Agency staff	582	453
Apprentices	470	415
Bank charges	335	374
Cleaning	1,253	1,314
Communications, postage and advertising	1,079	1,159
Consultants	1,184	936
Cost of goods sold	1,238	1,341
Fire services levy	149	124
Food costs - meals on wheels	675	660
Fuels, oil, registrations and running costs - plant and fleet	1,480	1,514
Grants to the community	547	536
Insurance	2,769	1,624
Legal fees	509	663
Library contribution	3,117	3,033
Licence fees	1,191	668
Maintenance	5,698	5,103
Marketing and promotion	133	149
Materials	2,054	2,051
Memberships and subscriptions	466	391
Printing and stationary	268	172
Security	610	560
Training	280	490
Uniforms	120	164
Utilities	3,981	3,466
Other	4,174	4,444
Contract payments - waste	15,853	15,421
Contract payments - operations	5,273	4,358
Contract payments - valuations	57	57
Contract payments - election	543	70
Contractors - other	6,366	5,791
Total materials and services	62,454	57,501

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 4. The cost of delivering services (continued)

	2025 \$ '000	2024 \$ '000
4.3 Depreciation		
Property		
Buildings - non specialised	7,139	5,736
Total depreciation - property	7,139	5,736
Plant and equipment		
Plant machinery and equipment	1,866	1,521
Fixtures fittings and furniture	818	664
Computers and telecommunications	16	21
Total depreciation - plant and equipment	2,700	2,206
Infrastructure		
Roads	7,392	7,348
Bridges	151	151
Footways and cycleways	2,195	2,157
Drainage	5,728	5,469
Parks open spaces and streetscapes	2,971	2,898
Off street car parks	385	430
Total depreciation - infrastructure	18,822	18,453
Total depreciation	28,661	26,395

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy

	2025 \$ '000	2024 \$ '000
4.4 Amortisation - Intangible assets		
Software	332	298
Total Amortisation - Intangible assets	332	298

	2025 \$ '000	2024 \$ '000
4.5 Depreciation - Right of use assets		
Vehicles	587	589
Photocopiers	46	48
IT Equipment	742	717
Leisure equipment	171	215
Land	3	4
Total Depreciation - Right of use assets	1,549	1,573

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 4. The cost of delivering services (continued)

	2025 \$ '000	2024 \$ '000
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4.6 Allowance for impairment losses

Other debtors	663	105
Total allowance for impairment losses	663	105

Movement in allowance for impairment losses in respect of debtors

Balance at the beginning of the year	115	13
New allowances recognised during the year	–	105
Amounts already allowed for and written off as uncollectible	–	(3)
Amounts allowed for but recovered during the year	(41)	–
Balance at end of year	74	115

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

	2025 \$ '000	2024 \$ '000
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4.7 Borrowing costs

Interest - Borrowings	793	914
Total borrowing costs	793	914

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

	2025 \$ '000	2024 \$ '000
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4.8 Finance Costs - Leases

Interest - Lease Liabilities	331	368
Total finance costs	331	368

	2025 \$ '000	2024 \$ '000
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4.9 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	84	97
Auditors' remuneration - Internal Audit	82	60
Councillors' allowances	386	378
Operating Lease rentals	112	142
Assets written-off / impaired	2,371	3,697
Other	99	–
Total other expenses	3,134	4,374

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 5. Investing in and financing our operations

	2025 \$ '000	2024 \$ '000
5.1 Financial assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	19	19
Cash at bank	47,702	32,238
Term deposits	30,718	19,095
Total current cash and cash equivalents	78,439	51,352
(b) Other financial assets		
Current		
Term deposits	9,319	36,001
Total other financial assets	9,319	36,001
Total cash and cash equivalents and other financial assets	87,758	87,353
Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.		
Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.		
Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.		
(c) Trade & Other Receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	5,087	6,001
Garbage charges - debtors	1,118	1,336
Infringement debtors	347	364
Net GST receivable	619	730
<i>Non-statutory receivables</i>		
Project contribution receivables	21	9
Allowance for expected credit loss - other debtors	(74)	(116)
Interest accrued - other investments	146	752
Other debtors	4,864	3,251
Total current trade and other receivables	12,128	12,327

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
Non-Current		
<i>Statutory receivables</i>		
Rates debtors	–	36
<i>Non-statutory receivables</i>		
Project contribution receivables	76	6
Other debtors	48	48
Total non-current trade and other receivables	124	90
Total trade and other receivables	12,252	12,417

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	4,734	3,326
Past due by up to 30 days	158	523
Past due between 31 and 180 days	79	41
Past due between 181 and 365 days	59	122
Past due by more than 1 year	125	56
Total trade and other receivables	5,155	4,068

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
5.2 Non-financial assets		
(a) Inventories		
Inventories held for distribution	155	140
Inventories held for sale	414	332
Total inventories	569	472
Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.		
(b) Other assets		
Prepayments	2,007	922
Total other assets	2,007	922
(c) Intangible assets		
Software	820	1,051
Total intangible assets	820	1,051
	Software \$ '000	Total \$ '000
Gross Carrying Amount		
Balance at 1 July 2024	1,658	1,658
Other additions	101	101
Disposals	(245)	(245)
Balance at 30 June 2025	1,514	1,514
Accumulated amortisation and impairment		
Balance at 1 July 2024	607	607
Amortisation expense	332	332
Disposals	(245)	(245)
Balance at 30 June 2025	694	694
Net book value at 30 June 2024	1,051	1,051
Net book value at 30 June 2025	820	820

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
5.3 Payables, trust funds and deposits and contract and other liabilities		
(a) Trade and other payables		
Current		
<i>Non-statutory payables</i>		
Trade payables	31,518	29,902
Accrued expenses	2,470	2,256
Total current trade and other payables	33,988	32,158
(b) Trust funds and deposits		
Current		
Refundable deposits	4,599	4,748
Fire services levy	3,472	757
Retention amounts	161	193
Special rate assessment	—	158
Total current trust funds and deposits	8,232	5,856
Non-current		
Refundable deposits	6	6
Total non-current trust funds and deposits	6	6

Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit..

Purpose and nature of items

Refundable Deposits - Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Special Rate Assessment - Council is the collection agent for promotional expenditure on behalf of various traders Associations. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the traders associations in line with that process.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance:		
Grants received in advance - operating	922	996
Total grants received in advance	922	996
User fees received in advance:		
Other	26	–
Total user fees received in advance	26	–
Total current contract liabilities	948	996
Other liabilities		
Current		
Deferred capital grants	2,687	14,292
Total current other liabilities	2,687	14,292
Total current contract and other liabilities	3,635	15,288
Other liabilities		
Non-current		
Deferred capital grants	–	225
Total non-current other liabilities	–	225
Total non-current contract and other liabilities	–	225

Contract liabilities

Contract liabilities reflect consideration received in advance from customers in respect of user fees and grants received in advance. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer.

Other liabilities

Grant consideration was received from state and federal funding sources to support the construction of Council infrastructure. Grant consideration is recognised as income following specific guidance under AASB 1058 as the asset is constructed. Income is recognised to the extent of costs incurred-to-date because the costs of construction most closely reflect the stage of completion of Council assets. As such, Council has deferred recognition of a portion of the grant consideration received as a liability for outstanding obligations. Non-current unearned income amounts represent grant funding received by Council in relation to large, multi-year capital construction agreements. The non-current portion has been identified via planned expenditure and progress towards the projects as per Council's 10 year capital works program and adopted budget.

	2025 \$ '000	2024 \$ '000
5.4 Interest-bearing liabilities		
Current		
Treasury Corporation of Victoria borrowings - secured	1,224	1,180
Borrowings - secured	1,866	1,782
Total current interest-bearing liabilities	3,090	2,962
Non-current		
Treasury Corporation of Victoria borrowings - secured	5,359	6,583

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
Borrowings - secured	7,320	9,180
Total non-current interest-bearing liabilities	12,679	15,763
Total	15,769	18,725

Borrowings are secured by a deed of charge over Council rates.

a) The maturity profile for Council's borrowings is:

Not later than one year	3,090	2,962
Later than one year and not later than five years	12,679	14,641
Later than five years	—	1,122
	15,769	18,725

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

In classifying borrowings as current or non-current Council considers whether at balance date it has the right to defer settlement of the liability for at least twelve months after the reporting period. Council's loan arrangements include covenants based on Council's financial performance and position at the end of the reporting period. These covenants are assessed for compliance after the reporting period based on specified financial ratios.

	Employee provisions \$ '000	Other \$ '000	Total \$ '000
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5.5 Provisions

2025

Balance at the beginning of the financial year	16,397	—	16,397
Additional provisions	5,990	575	6,565
Amounts used	(5,333)	—	(5,333)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(18)	—	(18)
Balance at the end of the financial year	17,036	575	17,611

Provisions

Provisions - current	15,592	575	16,167
Provisions - non-current	1,444	—	1,444
Total Provisions	17,036	575	17,611

2024

Balance at the beginning of the financial year	15,916	—	15,916
Additional provisions	5,381	—	5,381
Amounts used	(5,132)	—	(5,132)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	232	—	232
Balance at the end of the financial year	16,397	—	16,397

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	Employee provisions \$ '000	Other \$ '000	Total \$ '000
Provisions			
Provisions - current	15,066	–	15,066
Provisions - non-current	1,331	–	1,331
Total Provisions	16,397	–	16,397

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,565	3,446
Long service leave	1,211	1,161
Service gratuities	6	6
	4,782	4,613
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,337	1,302
Long service leave	9,452	9,120
Service gratuities	21	31
	10,810	10,453
Total current employee provisions	15,592	15,066
Non-Current		
Long service leave	1,444	1,331
Total Non-Current Employee Provisions	1,444	1,331
Aggregate Carrying Amount of Employee Provisions:		
Current	15,592	15,066
Non-current	1,444	1,331
Total Aggregate Carrying Amount of Employee Provisions	17,036	16,397

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Key assumptions:

- weighted average discount rate	4.20%	4.35%
- inflation rate	4.25%	4.45%

(b) Other provisions

Current

Insurance Excess	575	—
Total	575	—

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
5.6 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June 2025.		
Bank overdraft	1,500	1,500
Corporate purchasing cards	300	300
Treasury Corporation of Victoria facilities	6,583	7,763
Other facilities	9,185	10,962
Total Facilities	17,568	20,525
Used facilities	(15,958)	(18,886)
Used facilities	(15,958)	(18,886)
Unused facilities	1,610	1,639

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
2025					
Operating					
Recycling	1,647	1,713	5,452	13,240	22,052
Waste management	13,886	14,442	45,997	111,649	185,974
Cleaning contracts for council buildings	1,577	1,172	–	–	2,749
Other	4,141	4,487	1,695	2,318	12,641
Total	21,251	21,814	53,144	127,207	223,416
Capital					
Buildings	27,190	21,526	14,336	–	63,052
Roads	9,445	2,708	–	–	12,153
Parks and reserves	7,079	3,393	2,103	–	12,575
Total	43,714	27,627	16,439	–	87,780
2024					
Operating					
Recycling	1,767	1,837	5,907	14,344	23,855
Waste management	15,258	15,869	51,010	60,720	142,857
Cleaning contracts for council buildings	1,412	1,129	910	–	3,451
Other	3,059	2,470	18,633	–	24,162
Total	21,496	21,305	76,460	75,064	194,325
Capital					
Buildings	17,053	15,451	1,132	–	33,636
Roads	391	130	910	–	1,431
Parks and reserves	117	–	–	–	117
Total	17,561	15,581	2,042	–	35,184

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under *AASB 16 Leases*, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

(a) Right-of-Use Assets

	Vehicles \$ '000	Photocopiers \$ '000	IT equipment \$ '000	Leisure equipment \$ '000	Land \$ '000	Total \$ '000
2025						
Balance at 1 July 2024	6,023	39	944	267	12	7,285
Additions	—	38	90	148	—	276
Depreciation charge	(587)	(48)	(740)	(171)	(3)	(1,549)
Balance at 30 June 2025	5,436	30	296	244	10	6,016
2024						
Balance at 1 July 2023	6,612	87	1,661	290	2	8,652
Additions	—	—	—	192	14	206
Depreciation charge	(589)	(48)	(717)	(215)	(4)	(1,573)
Balance at 30 June 2024	6,023	39	944	267	12	7,285

	2025 \$ '000	2024 \$ '000
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(b) Lease Liabilities

Maturity analysis - contractual undiscounted cash flows

Less than one year	1,101	1,648
One to five years	3,326	3,527
More than five years	3,310	4,089
Total undiscounted lease liabilities as at 30 June:	7,737	9,264

Lease liabilities included in the Balance Sheet at 30 June:

Current	606	1,119
Non-current	5,684	6,379
Total lease liabilities	6,290	7,498

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 6. Assets we manage

	2025 \$ '000	2024 \$ '000
6.1 Non-current assets classified as "held for sale"		
Current		
Fair value of assets	3,987	826
Total non current assets classified as held for sale	3,987	826

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	Adjusted Carrying amount 30 June 2024 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Disposal \$ '000	Depreciation \$ '000	Write-off \$ '000	Transfers \$ '000	Carrying amount 30 June 2025 \$ '000
Property	1,365,782	7,683	158	88,514	-	(7,139)	(1,097)	(2,887)	1,451,014
Plant and equipment	17,531	4,622	-	-	(863)	(2,700)	(581)	281	18,290
Infrastructure	819,185	14,517	-	627,495	-	(18,822)	(553)	2,965	1,444,787
Work in progress	11,571	28,485	-	-	-	-	-	(4,070)	35,986
Total	2,214,069	55,307	158	716,009	(863)	(28,661)	(2,231)	(3,711)	2,950,077

Adjustments for prior periods

Council has brought to account assets inadvertently not discovered during prior recognition processes. This was after Council undertook an asset reconciliation process, that identified assets it held control over. The assets were obtained over many years and hence it was impractical to restate prior period balances. The values were established by implementing a consistent valuation methodology as applied to the relevant asset classes. This has been adjusted against opening asset balances for Property, Infrastructure, Plant and Equipment and Accumulated Surplus at 1 July 2024.

	At fair value 30 June 2024 \$'000	At Fair value 1 July 2024 \$'000	Adjustments for prior periods \$'000	Adjusted Carrying amount 1 July 2024 \$'000
Property	1,365,781	1,365,782	-	1,365,782
Plant and equipment	17,529	17,526	5	17,531
Infrastructure	806,102	806,104	13,081	819,185
Work in progress	11,571	11,571	-	11,571
Total	2,200,983	2,200,983	13,086	2,214,069

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 6. Assets we manage (continued)

Summary of Work in Progress	Opening WIP \$ '000	Additions \$ '000	Write-off \$ '000	Transfers \$ '000	Closing WIP \$ '000
Summary of Work in Progress					
Property	7,849	24,936	–	(825)	31,960
Plant and equipment	280	–	–	(280)	–
Infrastructure	3,442	3,549	–	(2,965)	4,026
Total	11,571	28,485	–	(4,070)	35,986

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Total land and land improve- ments \$ '000	Buildings non specialised \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total property \$ '000
Property -							
At fair value 1 July 2024	1,011,931	12,820	1,024,751	483,936	483,936	7,842	1,516,529
Accumulated depreciation at 1 July 2024	-	-	-	(142,905)	(142,905)	-	(142,905)
	1,011,931	12,820	1,024,751	341,031	341,031	7,842	1,373,624
Movements in fair value							
Additions	-	-	-	7,683	7,683	24,936	32,619
Contributions	158	-	158	-	-	-	158
Revaluation	-	-	-	89,829	89,829	-	89,829
Disposal	-	-	-	-	-	-	-
Write-off	-	-	-	(2,557)	(2,557)	-	(2,557)
Transfers	(3,712)	-	(3,712)	825	825	(825)	(3,712)
Prior period adjustment	-	-	-	-	-	7	7
	(3,554)	-	(3,554)	95,780	95,780	24,118	116,344
Movements in accumulated depreciation							
Depreciation and amortisation	-	-	-	(7,139)	(7,139)	-	(7,139)
Accumulated depreciation of disposals	-	-	-	-	-	-	-
Revaluation	-	-	-	(1,315)	(1,315)	-	(1,315)
Write off	-	-	-	1,460	1,460	-	1,460
	-	-	-	(6,994)	(6,994)	-	(6,994)
At fair value 30 June 2025	1,008,377	12,820	1,021,197	579,716	579,716	31,960	1,632,873
Accumulated depreciation at 30 June 2025	-	-	-	(149,899)	(149,899)	-	(149,899)
Carrying amount	1,008,377	12,820	1,021,197	429,817	429,817	31,960	1,482,974

(-) Disclosure of land specialised and non specialised has been updated for prior year to more accurately reflect the split.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Computers and telecomms \$ '000	Artwork \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment \$ '000
Plant and Equipment							
At fair value 1 July 2024	14,633	9,037	345	4,088	28,103	280	28,383
Accumulated depreciation at 1 July 2024	(6,930)	(3,369)	(278)	–	(10,577)	–	(10,577)
	7,703	5,668	67	4,088	17,526	280	17,806
Movements in fair value							
Additions	3,544	809	136	133	4,622	–	4,622
Disposal	(2,517)	–	–	–	(2,517)	–	(2,517)
Write-off	–	(423)	(36)	(503)	(962)	–	(962)
Transfers	–	–	73	208	281	(280)	1
Prior period adjustment	–	–	–	5	5	–	5
Revaluation	–	–	–	–	–	–	–
	1,027	386	173	(157)	1,429	(280)	1,149
Movements in accumulated depreciation							
Depreciation and amortisation	(1,866)	(818)	(16)	–	(2,700)	–	(2,700)
Accumulated depreciation of disposals	1,654	–	–	–	1,654	–	1,654
Prior period adjustment	–	–	–	–	–	–	–
Write off	–	345	36	–	381	–	381
	(212)	(473)	20	–	(665)	–	(665)
At fair value 30 June 2025	15,660	9,422	518	3,931	29,531	–	29,531
Accumulated depreciation at 30 June 2025	(7,142)	(3,841)	(258)	–	(11,241)	–	(11,241)
Carrying amount	8,518	5,581	260	3,931	18,290	–	18,290

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 6. Assets we manage (continued)

	Roads \$ '000	Bridges \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Parks open spaces and streetscapes \$ '000	Off street car parks \$ '000	Total \$ '000	Work in progress \$ '000	Total infrastructure \$ '000
Infrastructure									
At fair value 1 July 2024	479,855	8,229	181,610	620,540	93,901	27,194	1,411,329	3,449	1,414,778
Accumulated depreciation at 1 July 2024	(201,411)	(3,644)	(99,150)	(252,149)	(43,511)	(5,360)	(605,225)	–	(605,225)
	278,444	4,585	82,460	368,391	50,390	21,834	806,104	3,449	809,553
Movements in fair value									
Additions	4,296	–	1,918	1,689	6,149	465	14,517	3,549	18,066
Revaluation	380,178	–	173,286	570,806	–	18,461	1,142,731	–	1,142,731
Write-off	–	–	–	–	(815)	–	(815)	–	(815)
Transfers	109	3	24	2,144	577	108	2,965	(2,965)	–
Prior period adjustment	1,920	–	1,957	8,259	2,950	782	15,868	(7)	15,861
	386,503	3	177,185	582,898	8,861	19,816	1,175,266	577	1,175,843
Movements in accumulated depreciation									
Depreciation and amortisation	(7,392)	(151)	(2,195)	(5,728)	(2,971)	(385)	(18,822)	–	(18,822)
Revaluation	(155,444)	–	(101,310)	(253,753)	–	(4,729)	(515,236)	–	(515,236)
Prior period adjustment	(321)	–	(178)	(2,199)	(22)	(67)	(2,787)	–	(2,787)
Write off	8	–	–	–	254	–	262	–	262
	(163,149)	(151)	(103,683)	(261,680)	(2,739)	(5,181)	(536,583)	–	(536,583)
At fair value 30 June 2025	866,357	8,232	358,795	1,203,439	102,762	47,010	2,586,595	4,026	2,590,621
Accumulated depreciation at 30 June 2025	(364,559)	(3,795)	(202,833)	(513,830)	(46,250)	(10,541)	(1,141,808)	–	(1,141,808)
Carrying amount	501,798	4,437	155,962	689,609	56,512	36,469	1,444,787	4,026	1,448,813

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 6. Assets we manage (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period years	Threshold Limit \$ '000
Asset recognition thresholds and depreciation periods		
Land and land improvements		
land		–
Buildings		
buildings	25 - 150	10
Plant and Equipment		
plant, machinery and equipment	2 - 10	3
fixtures, fittings and furniture	2 - 15	1
works of art	-	–
computers and telecommunications	2 - 10	1
Infrastructure		
road pavements and seals	36 - 65	20
road substructure	36	20
road formation	150 - 200	20
road kerb, channel and minor culverts	65	5
road appurtenance	10 - 65	5
drainage	110	5
footpaths and cycleways	50 - 80	5
Parks, reserves and recreational		
sub-surface drainage	10	5
irrigation	10	5
lake improvement works	60 - 80	5
sporting grounds surfaces	20 - 50	5
playground equipment	15 - 20	5
public seating	15 - 20	5
Intangible assets		
Intangible assets	5	2

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 6. Assets we manage (continued)

embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of Artwork

Valuation of Artwork was undertaken by a qualified independent valuer Rodney James BA (Hons.); MA for balances at 30 June 2024. The valuation of Artwork is recorded at fair value based on current replacement cost, with the total balance of Artwork at \$4.088M recorded at level 3 of the fair value hierarchy.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer Alvin Lee AAPI CPV - Certified Practicing Valuer No. 62944. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or un-serviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

The date of the current valuation is detailed in the following table. A indexed based revaluation was conducted in the current year, this valuation was conducted by a qualified independent valuer Alvin Lee AAPI CPV - Certified Practicing Valuer No. 62944 based on a combination of market movement, building indices and cost inputs.

Asset Class	Last Full Revaluation	Valuation Method in 2024/2025	Next full Revaluation
Buildings	2023/2024	Indexation	2027/2028
Land	2023/2024	Indexation - not applied as below threshold	2027/2028

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Land	—	12,820	749,780	Jun/25	Indexed
Land under roads	—	—	258,597	Jun/25	Indexed
Buildings	—	32,307	397,511	Jun/25	Indexed
Total	—	45,127	1,405,888		

A definition of Level 1 through to Level 3 is provided in note 8.4

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 6. Assets we manage (continued)

Valuation of Infrastructure

Valuation of infrastructure assets have been determined in accordance with an independent valuation undertaken by Joe Yeh - B Plan 7 D (melb) B Prop & c (Melb) FAIQS CQS.

A full revaluation was conducted in the current year based on unit rates which are applied to individual assets in Council's asset register.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation

Asset Class	Last Full Revaluation	Valuation Method in 2024/2025	Next Full Revaluation
Roads	2021/2022	Full Revaluation	2025/2026
Footpath and cycleways	2021/2022	Full Revaluation	2025/2026
Off street car parks	2021/2022	Full Revaluation	2025/2026
Drainage	2022/2023	Full Revaluation	2026/2027

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Roads	—	—	501,798	Jun/25	Full revaluation
Bridges	—	—	4,437	Jun/24	Full revaluation
Footpaths and cycleways	—	—	155,962	Jun/25	Full revaluation
Drainage	—	—	689,609	Jun/25	Full revaluation
Off street car parks	—	—	36,469	Jun/25	Full revaluation
Total	—	—	1,388,275		

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values of 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values average \$604.93 per square metre.

Non specialised land is valued using a market based mass modelling technique. Significant unobservable inputs include the extent and impact of restriction of use. The extent and impact of restrictions on use varies, and the market value of land varies significantly depending on the location of the land and the current market conditions.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2025 \$ '000	2024 \$ '000
Reconciliation of specialised land		
Land under roads	258,597	258,597
Parks, reserves and other	749,780	753,334
Total specialised land	1,008,377	1,011,931

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 6. Assets we manage (continued)

	2025 \$ '000	2024 \$ '000
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6.3 Investments in associates, joint arrangements and subsidiaries

(a) Investments in associates

Investments in associates accounted for by the equity method are:

Your Library Ltd	2,043	1,879
Narre Warren User Group	211	226
Total investments in associates and joint arrangements	2,254	2,105

Associates and joint arrangements - in profit

Your Library Ltd	164	200
Narre Warren User Group	(15)	(10)
Total surplus (deficit) for year in associates and joint arrangements	149	190

Your Library Ltd

Background

Council's equity share in Your Library Ltd as at 30 June 2025, based on the Corporation's unaudited financial report, is disclosed as a non-current investment.

The equity holders in the Your Library Ltd are:

Maroondah City Council - 24.89%

Knox City Council - 36.39%

Yarra Ranges Shire Council - 38.72%

A beneficial enterprise, Your Library Ltd (a public company limited by guarantee), has been established in accordance with section 110 of the Local Government Act to deliver library services from 1 July 2023 on behalf of the Knox, Maroondah and Yarra Ranges City Councils.

Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus (deficit) at start of year	1,879	1,679
Reported surplus (deficit) for year	164	200
Council's share of accumulated surplus (deficit) at end of year	2,043	1,879

Narre Warren User Group

Background

Council holds a 15.94% interest in the net assets relating to the use of the now closed Narre Warren regional landfill facility. The investment held by the Narre Warren User Group is used for monitoring of the site, receipt of royalties and interest on the investment. Refer to Note 8.1 Contingent assets and liabilities.

Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus (deficit) at start of year	226	235
Reported surplus (deficit) for year	(15)	(10)
Council's share of accumulated surplus (deficit) at end of year	211	225

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 6. Assets we manage (continued)

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Maroondah City Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in Note 6.3.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Maroondah City Council. The Councillors, Chief Executive Officer and Directors are deemed KMP.

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

K. Spears July 2024 - Current
P. McDonald July 2024 - Current
C. Jones July 2024 - Current
R. Steane July 2024 - Current
L. Hancock July 2024 - Current
C. Gordon October 2024 - Current
C. Rex October 2024 - Current
N. Henderson October 2024 - Current
D. Heatherich October 2024 - Current
T. Damante July 2024 - September 2024
T. Dib July 2024 - September 2024
M. Symon July 2024 - September 2024
S. Stojanovic July 2024 - September 2024

Key Management Personnel

Chief Executive Officer - Steve Kozlowski
Director - People and Places - Marianne Di Giallardo
Director - Strategy and Development - Andrew Fuaux
Director - Assets and Leisure - Adam Todorov
Director - Chief Financial Officer - Antonio Rocca

	2025 No.	2024 No.
Total Number of Councillors	13	10
Total of Chief Executive Officer and other Key Management Personnel	5	5
Total Number of Key Management Personnel	18	15

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 7. People and relationships (continued)

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2025 \$ '000	2024 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,790	1,766
Other long-term employee benefits	32	24
Post-employment benefits	211	193
Total	2,033	1,983

	2025 No.	2024 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$1 - \$9,999	—	1
\$10,000 - \$19,999	4	1
\$20,000 - \$29,999	4	—
\$30,000 - \$39,999	3	5
\$40,000 - \$49,999	1	1
\$50,000 - \$59,999	—	1
\$70,000 - \$79,999	—	1
\$100,000 - \$109,999	1	—
\$260,000 - \$269,999	—	1
\$270,000 - \$279,999	1	2
\$280,000 - \$289,999	2	1
\$290,000 - \$299,999	1	—
\$450,000 - \$459,999	—	1
\$460,000 - \$469,999	1	—
	18	15

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 and who report directly to a member of the KMP.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 7. People and relationships (continued)

	2025 \$ '000	2024 \$ '000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	2,547	3,101
Other long-term employee benefits	46	43
Post-employment benefits	293	341
Total	2,886	3,485
	2025 No.	2024 No.
The number of other senior staff are shown below in their relevant income bands:		
Income Range:		
\$170,000 - \$179,999	—	3
\$180,000 - \$189,999	—	2
\$190,000 - \$199,999	6	8
\$200,000 - \$209,999	6	5
\$210,000 - \$219,999	2	—
	14	18
	2025 \$ '000	2024 \$ '000
Total remuneration for the reporting year for other senior staff included above, amounted to:	2,886	3,485

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 7. People and relationships (continued)

	2025 \$ '000	2024 \$ '000
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7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties:

There were 4 transactions that occurred during the current period with one related party, as contributions to Your Library Ltd. The total of these transactions was:	3,117	3,033
In additional to the above, Council incurred building outgoing costs relating to the library building to the value disclosed to the benefit of Your Library Limited of:	110	–

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

There were no outstanding balances with related parties for the period ending 30 June 2025.

(c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the Council to a related party as follows:

No loans to / from related parties for the 2024/2025 year.

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the Council to a related party are as follows:

Commitments to related parties noted for the 2024/2025 year.	–	–
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No transactions other than the Council contributions, remuneration payments or the reimbursement of approved expenses were entered into by Your Library Ltd with related parties during the reporting year.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 8. Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council. As at 30 June 2025, Council is not aware of any contingent assets.

(b) Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Legal matters

The Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As the matters are yet to be finalised, and the financial outcomes are unable to be estimated, no allowance for these contingencies have been made in the financial report.

Liability Mutual Insurance

Council is a participant in the MAV Liability Mutual Insurance (LMI) Scheme, which provides public liability and professional indemnity insurance cover.

The Scheme states that each participating Council is required to contribute to the scheme, in each insurance year it participates, regarding its share of any shortfall in the provisions. Furthermore, coverage is still provided for previous years, regardless of whether Council remains in the scheme in future years.

Other contingent liabilities

Approximately \$1,323,448 (\$1,417,448 in 2024) is held by Whitehorse City Council in a Landfill Site Aftercare Reserve in relation to the Narre Warren Landfill Site to deal with any environmental concerns that could arise in relation to the completed landfill site. Based on experience during operation no problems are expected but the Reserve will continue to be held for approximately the next 20 years until the site is safe. Council's exposure is 15.94% per cent of any works that are required to be completed.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 8. Managing uncertainties (continued)

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 8. Managing uncertainties (continued)

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Credit risk exists in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 8. Managing uncertainties (continued)

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +3.75% and -3.75% in market interest rates (AUD) from year-end rates of 3.85%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 8. Managing uncertainties (continued)

8.4 Fair value measurement

Fair Value Hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation. The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have impacted Council's financial statements as follows:

- The current replacement cost of Council assets, such as infrastructure assets, has increased by \$548.9 million due to the inclusion of preliminary costs, site preparation costs, disruption costs and costs to restore another entity's assets.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant & equipment and parks, open space & streetscapes, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis every 4 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset Class	Revaluation frequency
Land	4 years
Buildings	4 years
Roads	4 years
Footpaths and cycleways	4 years

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 8. Managing uncertainties (continued)

Drainage	4 years
Other infrastructure	4 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increase (decrease) \$ '000	Balance at end of reporting period \$ '000
9.1 Reserves			
(a) Asset revaluation reserves			
2025			
Property			
Land	587,262	—	587,262
Buildings - non specialised	122,520	88,514	211,034
	709,782	88,514	798,296
Plant and equipment			
Artwork	1,206	—	1,206
	1,206	—	1,206
Infrastructure			
Roads	260,364	224,734	485,098
Footpaths and cycleways	78,604	71,976	150,580
Drainage	264,230	317,053	581,283
Offstreet car parks	1,074	13,732	14,806
	604,272	627,495	1,231,767
Total asset revaluation reserves	1,315,260	716,009	2,031,269
2024			
Property			
Land	583,999	3,263	587,262
Buildings - non specialised	64,777	57,743	122,520
	648,776	61,006	709,782
Plant and equipment			
Artwork	—	1,206	1,206
	—	1,206	1,206
Infrastructure			
Roads	259,744	620	260,364
Footpaths and cycleways	78,604	—	78,604
Drainage	247,571	16,659	264,230
Offstreet car parks	1,074	—	1,074
	586,993	17,279	604,272
Total asset revaluation reserves	1,235,769	79,491	1,315,260

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
(b) Other reserves				
2025				
Restricted reserves				
General	12,000	2,500	–	14,500
Total restricted reserves	12,000	2,500	–	14,500
Total Other reserves	12,000	2,500	–	14,500
2024				
Restricted reserves				
General	12,000	–	–	12,000
Total restricted reserves	12,000	–	–	12,000
Total Other reserves	12,000	–	–	12,000

The general reserve is used to record funds set aside for future possible contingencies e.g. unfunded superannuation call, unplanned capital expenditure.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 9. Other matters (continued)

	2025 \$ '000	2024 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	33,853	12,542
Non-cash adjustments:		
Depreciation/amortisation	30,542	28,266
Assets written off and adjustments	2,371	3,697
Profit/(loss) on disposal of property, infrastructure, plant and equipment	178	(866)
Contributions - Non-monetary assets	(158)	—
Net share of net profits of associates and joint ventures	(149)	(190)
Amounts disclosed in financing activities	1,124	1,282
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	165	(2,309)
(Increase)/decrease in inventories	(97)	(48)
(Increase)/decrease in prepayments	(1,085)	(5)
Increase/(decrease) in contract assets	—	(36)
Increase/(decrease) in trade and other payables	1,816	1,110
Increase/(decrease) in provisions	1,214	481
Increase / (decrease) in trust funds and other deposits	2,376	(335)
(Decrease)/increase in contract and other liabilities	(11,878)	(3,746)
Net cash provided by/(used in) operating activities	60,272	39,843

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 9. Other matters (continued)

9.3 Superannuation

Council makes the majority employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. As at 30 June 2024, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2024 (of which Council is a contributing employer) was 105.4%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.6% pa
Salary information 3.5% pa
Price inflation (CPI) 2.7% pa

As at 30 June 2025, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025. The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2024 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 9. Other matters (continued)

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2024 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2024 (Interim) \$m	2023 (Triennial) \$m
- A VBI Surplus	108.4	85.7
- A total service liability surplus	141.4	123.6
- A discounted accrued benefits surplus	156.7	141.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2024.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2024.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were:

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.6% pa

It is anticipated that this actuarial investigation will be completed by 31 October 2025.

The 2023 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of these investigations were:

	2023 Triennial investigation	2020 Triennial investigation
Net investment return	5.7% pa	5.6% pa
Salary inflation	3.50% pa	2.5% pa for two years and 2.75% pa thereafter
Price inflation	2.8% pa	2.0% pa

Notes to the Financial Statements

For the Year Ended 30 June 2025

Note 9. Other matters (continued)

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of scheme	Rate	2025 \$ '000	2024 \$ '000
Vision Super	Defined benefits	11.5% (2024:11.0%)	113	173
Vision Super	Accumulation	11.5% (2024:11.0%)	3,225	3,035
Other Schemes	Accumulation	11.5% (2024:11.0%)	3,648	3,309

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2025 is \$113,000. (This does not include any pay increases as we are not aware of what this amount will be).

Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2024-25 year.



Performance Statement

For the Year Ended 30 June 2025

Section 1 – Description of municipality

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east, 22 kilometres from the Central Business District (CBD). The area is a substantially developed peri-urban residential municipality, with an estimated population of 119,354 residents¹ and 44,167 households with an average of 2.70 people per household.²

The City of Maroondah includes the suburbs of Bayswater North, Croydon, Croydon Hills, Croydon North, Croydon South, Heathmont, Kilsyth South, Ringwood, Ringwood East, Ringwood North and Warranwood. The City also includes small sections of Kilsyth, Park Orchards, Vermont and Wonga Park. With little remaining land available for greenfield residential development, future population growth will be mainly stimulated by housing consolidation and medium density development.

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

¹ Estimated Residential Population, Australian Bureau of Statistics, 2025.

² Maroondah Population Forecasts, Id Consulting, 2025.

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020*.



Antonio Rocca

Principal Accounting Officer

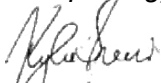
Dated: 29 August 2025

In our opinion, the accompanying performance statement of the Maroondah City Council for the year ended 30 June 2025 presents fairly the results of council's performance in accordance with *the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

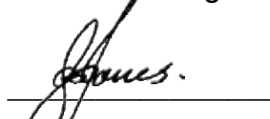
We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



K. Spears

Mayor

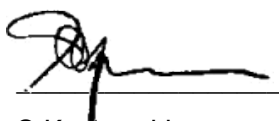
Dated: 29 August 2025



C. Jones

Councillor

Dated: 29 August 2025



S Kozlowski

Chief Executive Officer

Dated: 29 August 2025

Independent Auditor’s Report

To the Councillors of Maroondah City Council

Opinion	I have audited the accompanying performance statement of Maroondah City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • sustainable capacity indicators for the year ended 30 June 2025 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Maroondah City Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the performance statement</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

**Auditor's
responsibilities
for the audit of
the performance
statement**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
3 September 2025



Travis Derricott
as delegate for the Auditor-General of Victoria

Section 2 - Service Performance Indicators

For the Year Ended 30 June 2025

	Result 2022	Result 2023	Result 2024	Result 2025		Comment
Service/indicator/measure [Formula]	Actual	Actual	Actual	Target as per budget	Actual	
Aquatic Facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/ Municipal population]	4.43	9.43	11.02	N/A	10.80	This indicator measures the number of visits to aquatic facilities per head of municipal population. In 2024/25, there was a slight decrease in utilisation of aquatic facilities. This decrease could be due to the retiling project that Council undertook at Aquahub, which required closure of pool access during November 2024 to April 2025. Council utilisation rates remain high due to successful community programming and engagement approaches.
Animal Management Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions/Number of animal management prosecutions] x100	100%	100%	100%	N/A	89%	This measure captures the percentage of successful animal management prosecutions under the <i>Domestic Animals Act 1994</i> . In 2024/25, The number of animal management prosecutions has decreased in comparison to previous years. Council was unsuccessful in two animal management prosecutions which is reflected in the overall result.
Food Safety Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100%	100%	99.26%	N/A	100%	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 2024 calendar year and aligns with the Department of Health (DoH) reporting requirements. In 2024, all premises that required a follow up inspection were undertaken.

	Result 2022	Result 2023	Result 2024	Result 2025		Comment
Service/indicator/ measure [Formula]	Actual	Actual	Actual	Target as per budget	Actual	
Governance Satisfaction <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with the consultation and engagement efforts of Council]	59	56	59	56	58	Community satisfaction is measured in the annual Maroondah Community Satisfaction Survey. Community satisfaction with "Community consultation and engagement" have remained consistent with results received in previous financial years.
Libraries Participation <i>Library membership</i> [Percentage of the population that are registered library members] x100	N/A	N/A	34.89%	N/A	39.22%	This measure looks at the percentage of resident municipal population who are registered library members. The increase in membership between 2023/24 to 2024/25 is largely due to an increase online registration and activities. This was a new measure introduced to the Framework in 2023/24, so data before this point is not available.
Maternal and Child Health (MCH) Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) /Number of children enrolled in the MCH service] x100	73.42%	75.16%	74.54%	N/A	75.82%	This measure captures participation of children in key age and stage appointments. Participation rates are consistent to previous financial years.
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service] x100	84.69%	77.08%	82.73%	N/A	82.46%	This measure captures the percentage of Aboriginal children enrolled who participate in the MCH service. Participation rates are consistent to previous financial years.

	Result 2022	Result 2023	Result 2024	Result 2025		Comment
Service/indicator/measure [Formula]	Actual	Actual	Actual	Target as per budget	Actual	
Roads Condition <i>Sealed local roads below the intervention level</i> (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	98.65%	97.71%	98.11%	98%	96.94%	Council defines the intervention level to be a road condition rating equivalent to "very poor". The sealed local roads maintained to condition standards remains consistent with previous financial years.
Statutory Planning Service standard <i>Planning applications decided within required time frames</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days)/Number of planning application decisions made] x100	83.52%	73.99%	75.67%	78%	85.83%	In accordance with the <i>Planning and Environment Act 1987</i> , a Council is permitted 60 statutory days to decide on a planning application. There has been an increase in the percentage of decisions made within the required times, compared to the same time last year. The timeliness of decisions on planning applications is higher in comparison to the previous year.
Waste Management Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	55.50%	56.22%	59.30%	60.54%	57.52%	This measure refers to the percentage of garbage, recyclables and green organics collected from kerbside bins, that is diverted from landfill. There has been a 3.02% variation from budget in the amount of waste diverted from landfill. This could be related to the introduction of the Container Deposit Scheme reducing the tonnes collected for recycling and a reduction in the Food Organics Garden Organics (FOGO) tonnes due to less rainfall resulting in less organic growth.

Section 3 – Financial Performance Indicators

For the Year Ended 30 June 2025

Dimension/Indicator/ Measure [Formula]	Result 2022	Result 2023	Result 2024	Result 2025		2026	2027	2028	2029	Material Variations and Comments
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Efficiency Expenditure level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,908.39	\$3,124.31	\$2,991.45	\$3,557.00	\$3,165.41	\$3,294.55	\$3,329.36	\$3,388.24	\$3,445.75	This measure looks at the total expenses per property assessment. Over the reporting period, this indicator is increasing marginally from 2023-24, in line with the growth in the municipality and increases in expenditure as a result of price increases in insurances, contracts, utilities and enterprise agreement and remains in line with previous years and the range expected by Council. The favourable variance from budget to actuals for 2024/25 is due to a number of variances in terms of expenditure items, including employee costs, materials and services, depreciation and assets written off. Across all expense items within 2024/25, there was a favourable variance of \$2.207m compared to adopted budget causing a favourable result for expenditure efficiency within the financial year.

Dimension/Indicator/ Measure [Formula]	Result 2022	Result 2023	Result 2024	Result 2025		2026	2027	2028	2029	Material Variations and Comments
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Revenue level <i>Average rate per property assessment</i> [Sum of all general rates and municipal charges/Number of property assessments]	\$1,600.96	\$1,611.10	\$1,655.32	N/A	\$1,714.60	\$1,774.66	\$1,814.20	\$1,854.33	\$1,895.08	The increase is in line with the expected rate revenue increase in line with the rate cap and the forecast growth within the municipality.
Liquidity Working capital <i>Current assets compared to current liabilities</i> [Current assets/Current liabilities] x100	201.34%	150.41%	139.51%	137.70%	162.06%	183.21%	141.22%	150.55%	139.39%	Prior year fluctuations of liquidity ratio is mainly attributable to recognising the new Accounting Standards AASB 15 and AASB 1058 which increased the value of Council's short-term liabilities. The ratio is expected to continue to fluctuate as projected new borrowings are drawn down on, impacting Council's current liabilities.

Dimension/Indicator/ Measure [Formula]	Result 2022	Result 2023	Result 2024	Result 2025		2026	2027	2028	2029	Material Variations and Comments
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash/ Current liabilities] x100	79.00%	73.50%	41.06%	N/A	84.15%	49.40%	23.79%	22.45%	12.97%	The rise in this ratio compared to prior years primarily stems from an overall increase to cash balances, mainly relating to the 50% prepayment of 2025-26 Victorian Local Government Grants Commission (VLGGC) Financial Assistance Grant funding. The subsequent decrease in future years is linked to a different calculation being used within the budget document from the standard LGPRF ratio calculation.

Dimension/Indicator/ Measure [Formula]	Result 2022	Result 2023	Result 2024	Result 2025		2026	2027	2028	2029	Material Variations and Comments
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Obligations Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings/Rate revenue] x100	24.49%	21.06%	17.34%	N/A	14.13%	19.54%	23.35%	23.64%	19.17%	This indicator measures the ratio of total interest-bearing liabilities to rate revenue. It includes borrowings undertaken in 2015 and 2022 which are still being repaid. Future forecasts indicate that new borrowings will align with the Council's adopted Financial Plan.
<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings/Rate revenue] x100	0.76%	3.66%	3.47%	N/A	3.36%	3.23%	3.75%	4.44%	4.82%	
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities/Own source revenue] x100	40.14%	27.02%	15.61%	N/A	12.73%	16.29%	18.41%	17.61%	14.27%	In previous financial years, non-current liabilities were elevated primarily because of significant amounts of unearned income associated with the new Accounting Standards AASB 15 and AASB 1058. The increase in 2025-26 is attributed to projected new borrowings, while the subsequent decline reflects the reduction in long-term loan balances.

Dimension/Indicator/ Measure [Formula]	Result 2022	Result 2023	Result 2024	Result 2025		2026	2027	2028	2029	Material Variations and Comments
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Asset renewal and upgrade <i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expense/Asset depreciation] x100	135.32%	139.24%	95.39%	114.60%	92.11%	140.19%	234.07%	146.35%	144.84%	Although Council did not spend the expected 114% of depreciation on renewing and upgrading our assets in 2024-25, there is more than \$9M works in progress that will continue into 2025-26.
Operating position Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/Adjusted underlying revenue] x100	-2.80%	-2.58%	3.47%	2.2%	4.81%	5.51%	4.90%	4.33%	4.44%	The adjusted underlying results for 2023-24 and 2024-25 financial years have improved from the previous two years where Council had one-off impacts of the net loss in associates and joint ventures and higher assets write off as part of improvement initiatives which negatively impacted on this measure. This ratio is expected to remain steadily in future years in line with Council's financial direction. The favourable variance from budget to actuals for 2024/25 is linked mainly to an increase in operating grants predominantly due to the prepayment of the Victorian Grants Commission funding and lower depreciation expense than budgeted.

Dimension/Indicator/ Measure [Formula]	Result 2022	Result 2023	Result 2024	Result 2025		2026	2027	2028	2029	Material Variations and Comments
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Stability Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue/ Adjusted underlying revenue] x100	68.69%	64.64%	65.74%	76.50%	63.46%	62.91%	66.26%	65.39%	65.13%	In Victoria, council rate increases are limited by a cap set by the Minister for Local Government. The current and future trend is steady and in line with projected rate caps.
Rates effort <i>Rates compared to property values</i> [Rate revenue/Capital improved value of rateable properties in the municipality] x100	0.26%	0.23%	0.24%	N/A	0.24%	0.25%	0.26%	0.26%	0.26%	This ratio has remained consistent with other prior periods with no material variation. Future ratio forecasts also indicate relatively similar ratios with no material movement.

Section 4 – Sustainable Capacity Indicators

For the Year Ended 30 June 2025

	Result 2022	Result 2023	Result 2024	Result 2025	Comment
Indicator/measure [Formula]	Actual	Actual	Actual	Actual	
Population <i>Expenses per head of municipal population</i> [Total expenses/Municipal population]	\$1,262.54	\$1,404.85	\$1,350.09	\$1,402.81	The result demonstrates Council's ability to maintain a low-cost base per head of population. The 2024-25 increase is in line with CPI increases and growth within the municipality
<i>Infrastructure per head of municipal population</i> [Value of infrastructure/ Municipal population]	\$8,440.28	\$9,344.98	\$10,016.12	\$16,161.01	The increase in infrastructure per head of municipal population is mainly related to a combination of new assets being added and an increase in large revaluation of Council's buildings and infrastructure assets to be in line with AASB 13 amendment on fair value measurement.
<i>Population density per length of road</i> [Municipal population/ Kilometres of local roads]	241.44	237.46	241.14	250.22	The result for population density per length of road has increased by 3.77%. The increase is largely due to the increase in population to 119,354 from 117,434.
Own-source revenue <i>Own-source revenue per head of municipal population</i> [Own-source revenue Municipal population]	\$1,048.26	\$1,226.11	\$1,292.90	\$1,304.16	The result has increased marginally from the prior year and within the expected range. Council will continue to look at various sources of revenue to ensure ongoing financial sustainability.
Recurrent grants <i>Recurrent grants per head of municipal population</i> [Recurrent grants/ Municipal population]	\$85.10	\$85.35	\$28.08	\$96.07	The main reason for the large variance in 2024-25 compared to last year 2023-24 is 100% of the 2023-24 Victorian Local Government Grants Commission (VLGGC) Financial Assistance Grant funding was received in 2022-23 and 50% VLGGC grant for 2025-26 was received in 2024-25.

	Result 2022	Result 2023	Result 2024	Result 2025	Comment
Indicator/measure [Formula]	Actual	Actual	Actual	Actual	
Disadvantage <i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	9.00	8.00	8.00	8.00	This measure looks at the relative socio-economic disadvantage of the municipality as derived from the ABS census of population and housing undertaken every five years. The relative Socio-Economic Disadvantage in 2024-25 is consistent to previous years results
Workforce turnover <i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations/Average number of permanent staff for the financial year] x100	20.7%	17.1%	12.8%	10.54%	The staff turnover rate has progressively decreased over the years.

Notes to the accounts

For the Year Ended 30 June 2025

Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed, service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g., Australian Bureau of Statistics or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the *Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2025-26 to 2028-29 by the council's financial plan.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	<i>has the same meaning as in the Aboriginal Heritage Act 2006</i>
adjusted underlying revenue	means total income other than: • non-recurrent grants used to fund capital expenditure; and • non-monetary asset contributions; and contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	<i>has the same meaning as in the Food Act 1984</i>
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i>
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities

Key term	Definition
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

Our integrated service delivery

Council delivers a broad range of services that all play a role in delivering on the Maroondah 2040 Community Vision and the associated outcome areas. The table below indicates the range of primary outcome areas for different services delivered by Council as at 30 June 2025.

Council service	       							
	A safe, healthy and active community	A prosperous and learning community	A vibrant and culturally rich community	A clean, green and sustainable community	An accessible and connected community	An attractive, thriving and well built community	An inclusive and diverse community	A well governed and empowered community
Aged and Disability Services	•	•			•		•	•
Arts and Culture		•	•			•	•	•
Asset Management	•			•	•	•	•	•
Asset Projects and Facilities	•			•	•	•	•	•
Building Services	•			•	•	•		
Built Environment	•			•	•	•		
Bushland Management	•			•		•		
Business and Activity Centre Development	•	•	•			•		
Communications and Engagement	•	•	•		•		•	•
Community Health	•			•				
Community Wellbeing	•	•			•		•	
Corporate Planning, Risk and Information								•
Customer Service								•
Cyber and Technology								•
Digital and Online	•	•	•		•		•	•
Emergency Management								•
Engineering Services	•			•	•	•		
Executive Office								•
Financial Accounting								•
Governance and Procurement								•



Council service	A safe, healthy and active community	A prosperous and learning community	A vibrant and culturally rich community	A clean, green and sustainable community	An accessible and connected community	An attractive, thriving and well built community	An inclusive and diverse community	A well governed and empowered community
Karralyka, Maroondah Federation Estate and Community Halls			•				•	
Leisure and Aquatics	•						•	
Libraries		•	•					
Local Laws	•				•		•	•
Management Accounting and Payroll								•
Maroondah Golf and Sportsfields	•			•			•	
Maternal and Child Health	•	•					•	•
Park Maintenance	•			•	•	•		
People and Culture	•	•					•	•
Property						•		•
Realm Operations								•
Revenue						•	•	•
Sport, Recreation and Events	•			•	•		•	
Stadiums (The Rings, Maroondah Nets and Maroondah Edge)	•						•	
Statutory Planning	•			•		•		•
Strategic Planning and Sustainability				•	•	•		•
Tree Maintenance	•			•		•		
Waste Management				•		•		
Youth and Children's Services	•	•	•				•	•

Glossary

Activity centre: Areas that provide a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use from smaller neighbourhood centres to major suburban centres and larger metropolitan centres.

Advisory Committee: Committees established by Council who meet several times each year to consider in-depth issues that are related to Council activities and community needs. These committees consist of Councillor representatives along with a mix of appointed community members, partner agency representatives, relevant industry representatives, and/or business representatives. Each committee provides advice and recommendations to Council on a range of matters relating to the development and delivery of strategies, services, and activities.

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

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

Aquahub: Aquahub is located in Croydon. The facility comprises a fully equipped gym, group fitness studio, cycle room, multipurpose room, multisport indoor stadium, family leisure pool, 25m pool, warm water program pool, spa and sauna.

Aquanation: A state of the art regional and leisure centre in Ringwood that incorporates a 66.5 metre ten lane swimming and diving pool, warm water pool, a dedicated learn to swim pool, a large gym with three separate group fitness rooms, dry diving training room, childcare facilities, and a cafe.

Asset: An asset is a facility or part of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.

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

Asset Plan: Provides information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of assets under the control of Council over a rolling 10-year period.

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

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

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

Auditor-General: An independent parliamentary officer appointed by legislation to examine and report to State Parliament and the community on the management of public sector resources and provide assurance on the financial integrity of Victoria's system of government.

Average liabilities per property assessment: The average value for each property in the municipality of monies owed by Council at financial year-end in respect of the supply of goods and services, the provision of loans and the accrued costs of employee salaries and entitlements.

Average rate per property assessment: The average revenue derived by Council out of general rates for each residential property in the municipality (i.e., excluding all commercial and industrial properties).

Bayswater Business Precinct: A regionally significant precinct which is home to over 5600 businesses and supports more than 33,000 jobs. It crosses the borders of Maroondah, Knox and Yarra Ranges who have formed a collaborative partnership for managing the precinct.

Benchmarking: Qualitative and quantitative comparisons with similar services/service organisations that provide a benchmark for service standards and therefore, ensure Council is providing services to the municipality at or above the best possible service quality standards.

Best Practice: To adopt or develop standards, actions, or processes for the provision of goods, services or facilities which are equal to or better than the best available on a state, national or international scale.

Biodiversity: Different plants, animals and microorganisms make a variety of life incorporating their genes and the ecosystems.

Biolink: Wildlife corridors that connect pockets of native vegetation, allowing animals to move between these areas and increase the genetic diversity of breeding populations.

BizHub: Resource for Maroondah business which includes education, skill and business development opportunities, collaborative workspaces, and meeting spaces.

Budget: Documents the financial and non-financial resources required by Council to implement the key directions and priority actions identified in the Council Plan.

Canopy cover: The fraction of ground area covered by the vertical projection of tree crown perimeters.

Capital replacement ratio: Compares the rate of spending on infrastructure, property, plant and equipment, and intangibles with its depreciation and amortisation. A ratio less than 1.0 means the spending on capital works has not kept pace with consumption of assets.

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

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

Carbon Neutral certification: Endorsement that entity that has meet the requirements of the Climate Active Carbon Neutral Standard.

Climate Active: An ongoing partnership between the Australian Government and Australian businesses to drive voluntary climate action. Climate Active is the only government accredited carbon neutral certification scheme in Australia.

Community engagement: The process of Council working with residents, businesses, and community groups to address issues that impact their wellbeing. Council adopted principles regarding community engagement are outlined in the Community Engagement Policy 2021.

Community Engagement Policy: A formal expression of Council's commitment to engaging with the Maroondah community and understanding the different views, experiences, and expertise our community has to offer.

Community Grants: Council funding made available to local not-for-profit community groups and organisations to assist in the provision of activities and services not available through state, federal and private resources.

Community indicators of progress: Selected indicators that will be used to identify how successful the initiatives of Council, businesses, community groups and individuals have been in working towards the future outcomes and key directions outlined in the Maroondah 2040 Community Vision.

Community Satisfaction Survey: A Victorian Government survey conducted annually to gauge community satisfaction levels with Council services.

Community Vision: Description of the municipal community's aspirations for the future of the municipality for at least the next 10 financial years. The Maroondah 2040 Community Vision represents the strategic direction of Council as required by section 90 of the *Local Government Act 2020*. Council's new Maroondah 2050 Community Vision was adopted in May 2025, to come into effect from 1 July 2025. Also see Maroondah 2040 Community Vision.

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

Core services: External and internal facing services of Council.

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

Corporate Management Team: A team comprising of the Chief Executive Officer and four Directors, responsible for overseeing and managing the operations of Council, and strategic and policy issues.

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

Council Plan: A four-year plan which provides the medium-term framework for Council operations by outlining: the strategic direction of Council; strategic objectives for achieving the strategic direction; strategies for achieving the objectives for a period of at least the next four financial years; strategic indicators for monitoring the achievement of objectives; and a description of Council's initiatives and priorities for service, infrastructure and amenity.

Glossary

Council Plan indicators: Performance measures that assist Council to monitor progress toward achievement of future outcomes and the Community Vision. The Council Plan indicators comprise of both community indicators of progress and service delivery performance measures and represent the strategic indicators for monitoring the achievement of objectives as required by section 90 of the *Local Government Act 2020*.

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

Croydon Community Wellbeing Precinct: An integrated wellbeing and recreational precinct for the community located in Croydon.

Croydon Memorial Pool: A seasonal outdoor heated 50m pool, with toddlers' pool, grandstand, and shaded lawn areas.

Croydon Town Square: A vibrant public open space in the heart of Croydon, providing pedestrian connections between Croydon Railway Station and the Main Street shopping precinct.

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

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

Deliberative engagement: An approach which encourages community members to critically test, weigh up and consider a range of information, perspectives, inputs, and evidence to reach a consensus or make recommendations.

Development Contributions Plan: A plan developed by Council that identifies financial contributions required from developers towards the provision of shared community infrastructure to service new developments and communities. Items or infrastructure funded by way of a Development Contributions Plan may include (but are not limited to) the construction or widening of roads, provision of bus stops, public parks and recreation facilities, provision of stormwater drainage and community centres.

Dorset Golf: A secluded 18-hole public golf course located in Trawalla Rd, Croydon offering a fully stocked golf shop and golf lessons.

Eastern Affordable Housing Alliance: A formal collaboration between six councils in the eastern metropolitan region to advocate for access to safe, affordable housing for disadvantaged people.

Eastern Alliance for Greenhouse Action: A formal collaboration of eight councils in the eastern metropolitan region which was formed to address community concerns about climate change and ensure a coordinated approach.

Environment Protection Authority: A statutory authority established under the *Environment Protection Act 1970* to ensure the protection and control of air, land and water pollution, and industrial noise.

Equal Employment Opportunity: A program that supports diversity in the workplace which can include having employees of different ages, gender, ethnicity, physical ability, sexual orientation, religious belief, work experience, and educational background. In Australia, national and state laws cover equal employment opportunity and anti-discrimination in the workplace.

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

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

Financial Plan: Takes the outcome areas and key directions as specified in the Council Plan and expresses them in financial terms over a rolling 10-year period

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

Fire Services Property Levy: A Victorian Government levy collected through council rates to fund Victoria's fire services. On 1 July 2025, the Fire Services Property Levy (FSPL) was replaced by the Emergency Services and Volunteers Fund (ESVF).



Celebrate Maroondah Movie Night at Charles Allen Reserve, Croydon.

Glossary

Food Organics and Garden Organics (FOGO):

FOGO is a kerbside collection service that allows food scraps to be added to garden waste to reduce the amount of waste going to landfill. The FOGO service is used for the collection and recycling of food waste, grass clippings, prunings, weeds, leaves and other garden waste.

Future outcomes: Key areas of future opportunity and challenge as identified by the community in the Community Vision. They describe the ideal future for Maroondah in very broad terms. Each Council Plan priority action contributes to one or more future outcomes. The primary relationship is the future outcome area that the priority action makes a major contribution to. Secondary relationships are the future outcome areas that the priority action makes a supporting contribution to. These future outcomes represent the strategic objectives of Council in accordance with section 90 of the *Local Government Act 2020*.

Gender Equality Action Plan: Strategies and measures for promoting gender equality in the workplace. Under the *Gender Equality Act 2020*, Council is required to develop a Gender Equality Action Plan every four years.

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

Greenfield: Undeveloped land identified for residential or industrial/commercial development, generally on the fringe of metropolitan Melbourne.

Herfindahl Index: Measure of industry diversity based on share of jobs by industry in Maroondah relative to that of the Victorian economy.

Indebtedness: Ability to pay the principal and interest on borrowings, as and when they fall due, from the funds generated (own-sourced revenue). The lower the ratio, the less revenue required to repay total debt.

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

Infrastructure: Constructed assets required for the functioning of the community, such as roads, drains, footpaths, lighting, paths, play equipment, public buildings, signage, streetscapes, and waste systems.

Infrastructure renewal/maintenance ratio: Variance between what Council need to spend on their existing infrastructure to maintain or renew it to its original service potential or useful life, and what Council spends on renewal and maintenance, expressed as a ratio.

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

Integrated Planning and Reporting Framework:

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

Internal financing: Ability to finance capital works using cash generated by operating cash flows. The higher the percentage, the greater the ability to finance capital works from own funds.

International Association for Public Participation (IPA2): peak body for the community and stakeholder engagement sector.

Karralyka: An architecturally award-winning function venue and theatre located on Mines Road, Ringwood East. The venue offers outstanding facilities and services for live theatre, corporate events, wedding receptions, private celebrations, conventions, and exhibitions.

Key directions: Strategies to achieve the Community Vision and future outcomes. These directions guide Council service delivery and inform priority actions for each financial year. These key directions represent the strategies for achieving the objectives (future outcomes) of Council in accordance with section 90 of the *Local Government Act 2020*.

Key Performance Indicator: A set of quantifiable measurements used to measure a company's overall performance, determine strategic, financial, and operational achievements, and compare these to those of other businesses within the same sector.

L2P program: A Transport Accident Commission (TAC) Program helps eligible Victorian learner drivers gain driving experience required for a probationary licence.

Liabilities: Future sacrifices of economic benefits that Council is presently obliged to make to other entities because of past transactions or other past events.

Liquidity ratio: Ability to pay existing liabilities in the next 12 months. A ratio greater than 1.0 means there are more cash and liquid assets than short-term liabilities.

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

Local Government Performance Reporting

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

Local Government (Planning and Reporting)

Regulations 2020: Supports the operation of the Local Government Performance Reporting Framework for Councils under the *Local Government Act 2020*.

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

Local Planning Policy Framework: The Framework provides the strategic basis for land use planning as controlled by the Maroondah Planning Scheme. The Framework consists of the Municipal Strategic Statement together with local planning policies.

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

Maroondah 2040 Community Vision: The long-term community and Council vision for the City of Maroondah. The Vision identifies the future outcome areas and key directions for Maroondah looking ahead to the year 2040. Council's new Maroondah 2050 Community Vision was adopted in May 2025, to come into effect from 1 July 2025. Also see Community Vision.

Maroondah Edge: An indoor 5 lane cricket training centre, with a netball half court that enables training for cricket and netball within the Jubilee Park, Ringwood sporting precinct. Maroondah Edge has a Changing Places toilet facility and is adjoined to the RO Spencer multipurpose pavilion.

Maroondah Federation Estate: A community, cultural and arts facility located on the site of the former Ringwood Primary School in Greenwood Avenue, Ringwood. The facility incorporates the Maroondah Art Gallery, a cultural centre, a lifestyle centre, the 'AMazing Space' accessible play space, landscaped gardens, tree sculptures, Sensory Time Trail, and a courtyard.

Maroondah Nets: An indoor four court, multisport complex that enables training and competition for netball, volleyball, badminton and table tennis with grandstand seating for approximately 300 people. There are also four outdoor netball courts with spectator viewing areas. The stadium has a cafe, male and female toilets, a Changing Places toilet facility, change facilities, officials and first aid rooms, sport association offices, a gym, and a multipurpose room.

Maroondah Planning Scheme: A planning scheme sets out policies and requirements for the use, development, and protection of land. The Maroondah Planning Scheme consists of a written document and any maps, plans or other documents incorporated in it. It contains: the objectives of planning in Victoria; purposes of the planning scheme; a Planning Policy Framework; a Local Planning Policy Framework (including the Municipal Strategic Statement); zone and overlay provisions; particular and operational provisions; and incorporated documents.

Meals on Wheels: Home delivered meals for people who may be nutritionally at risk, have difficulty preparing meals, or are socially isolated.

Medium density housing: housing typically associated with units, townhouses, and semi-detached dwellings.

Glossary

Metropolitan Activity Centre: A higher-order centre (i.e., Ringwood) intended to provide a diverse range of jobs, activities and housing for regional catchments that are well served by public transport. The centre plays a major service delivery role, including government, health, justice, and education services, as well as retail and commercial opportunities. Plan Melbourne identifies nine existing and two future Metropolitan Activity Centres across Melbourne.

Mission Statement: The overall corporate philosophy that articulates how the community vision will be achieved through the operations and activities of Council.

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

Municipal Planning Strategy (MPS): The MPS is part of the Maroondah Planning Scheme. It sets out the vision for future use and development and provides an overview of important planning issues in Maroondah. It includes thematic strategic directions relating to how Maroondah is expected to change through the application of the policy and controls in the planning scheme. Council must consider and give effect to the MPS when making planning decisions.

Municipal Public Health and Wellbeing Plan: Sets the broad mission, goals, and priorities to promote municipal public health and wellbeing; and inform the operational processes of Council and local organisations. In Maroondah, this Plan is incorporated within the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*.

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

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

Neighbourhood centre: Local centres that provide access to local goods, services and employment opportunities and serve the needs of the surrounding community (i.e. Heathmont, Ringwood East).

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

Net result: How much of each dollar collected as revenue translates to net result. A positive result indicates a surplus, and the larger the percentage, the stronger the result.

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

Non-financial resources: Resources other than financial resources required to deliver the services and initiatives.

Occupational Health and Safety: A multidisciplinary field concerned with the safety, health, and welfare of people at work.

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

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

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

Outcome areas: See future outcomes.

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

Pavement condition index: A number derived by Council's pavement management system considering a road's use, condition, and performance. Condition scores range between zero and ten, with a higher score representing a better condition road.



Childrens Week Twilight Picnic at Croydon Town Park.

Glossary

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

Plan: A focused and structured detail of action to be undertaken, involving a series of specific steps, to implement the outcomes and key directions of an overarching strategy.

Plan Melbourne: The metropolitan planning strategy prepared by the Victorian Government.

Planning Scheme: The planning scheme sets out policies and requirements for the use, development and protection of land located within the City of Maroondah.

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

Principal Pedestrian Network: A designated network of existing and planned routes in each area that provides pedestrian facilities which support walking trips into and around key destinations, such as activity centres, schools, and transport nodes.

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

Public statutory body: An agency that performs one or more functions of a public nature for the benefit of the community; does so under authority granted by or under Victorian legislation to perform a public purpose; and is accountable to, and subject to control by, the State of Victoria in the performance of those functions.

Rates and Charges Income: Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.

Realm: Council's library, learning and cultural centre on Maroondah Highway in Ringwood located within Ringwood Town Square. The facility integrates a library, a learning centre, an art gallery, and Council service centre. Council's administrative offices and Council Chamber are also located at Realm.

Renewal gap ratio: Compares the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1.0 indicate that spending on existing assets is faster than the depreciation rate.

Revenue: Revenue is the amount of money that Council receives from its activities, mostly from rates and services provided to customers and ratepayers.

Revenue and Rating Plan: Describes how Council will generate income to deliver on the Council Plan, programs and services, and capital works commitments over a 4-year period.

Ringwood Golf: An 18-hole public golf course located at the corner of EastLink and Canterbury Rd offering golf lessons, a fully stocked golf shop and a café.

Ringwood Town Square: Ringwood Town Square provides public open space in the heart of Ringwood linking Ringwood Station, Realm and Eastland.

Risk Management: A discipline for developing appropriate procedures to minimise or eliminate the risk of adverse effects resulting from future events and activities. Principles for managing risk are set out in the Australian Standards for risk management AS/NZS ISO 31000:2018.

Service Area Managers: Employees with specialist skills to develop, implement, manage, and deliver the operational, service, and administrative activities of Council required to meet the needs and expectations of the community.

Service Centre: Council's customer service centres handle requests, enquiries, and payments from the general community.

Service delivery performance measures: Selected indicators that will be used to identify how successful the initiatives and service of Council have been in meeting community needs and expectations.

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

Socio-economic advantage and disadvantage: People's access to material and social resources, and their ability to participate in society.

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

Statutory Authority: Organisations established under an Act of the Victorian Parliament or Australian Parliament for a public purpose.

Statutory incomes: Incomes that are derived from Government payments and allowances.

Statutory timeframes: Timeframe stimulated by legislation in which an activity, service or outcome must be delivered or determined.

Strategic direction: See Community Vision.

Strategic indicators: See Council Plan indicators.

Strategic objectives: See future outcomes or outcome areas.

Strategy: A long-term systematic plan of action to achieve defined outcomes in an area of Council activity or responsibility. A series of key directions is set out to meet these outcomes and specific actions are outlined to deliver on these key directions.

Structure Plan: A land-use document that provides direction for planning and development of a defined geographic area or precinct. Structure plans are subject to community consultation and may be incorporated into the Maroondah Planning Scheme.

Subjective wellbeing index: Ratings of personal wellbeing across the domains of standard of living, health, achievements in life, community connection, personal relationships, safety, and future security; converted into an index score with a range of 0 (completely dissatisfied) to 100 (completely satisfied).

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

The Rings: The Rings is a four-court indoor stadium in Ringwood, catering primarily for basketball and netball competitions and user groups.

Values: Represent underlying attitudes and beliefs within Council that are demonstrated through organisational practices, processes, and behaviours.

Victorian Auditor-General's Office: A public sector audit organisation providing auditing services to the Victorian Parliament and Victorian public sector agencies and authorities.

Vision: A statement of direction that defines the shared aspirations of Council and the Maroondah community. The Community Vision serves to guide all of Council's service delivery and operations.

Wards: A geographical area which provides a fair and equitable division of a local government area. The City of Maroondah is divided into nine wards, each with nine elected Council representatives.

Water Sensitive Urban Design: A holistic approach to water management that integrates urban design and planning with social and physical sciences to deliver water services and protect aquatic environments in an urban setting.

Wyreena Community Arts Centre: A classic English Tudor-style building set on four acres of lawns and gardens on Hull Road, Croydon. The facility incorporates an Adventure Playground, the Wyreena Gallery, and the Conservatory Café. A range of short courses, ongoing courses, after school programs and school holiday programs are offered in the creative arts.

Commonly used acronyms

AAS: Australian Accounting Standards	IAP2: Institute of Public Administration Australia
ABS: Australian Bureau of Statistics	IML: Institute of Managers and Leaders
AHRI: Australian Human Resources Institute	IT: Information Technology
AI: Artificial Intelligence	KPI: Key Performance Indicator
AICD: Australian Institute of Company Directors	KSA: Key Strategic Activity
AS/NZS ISO 31000:2018: Australian Standards for Risk Management	LED: Light Emitting Diode
ATO: Australian Taxation Office	LGA: Local Government Area
BBP: Bayswater Business Precinct	LGBTI+: Lesbian, Gay, Bisexual, Transgender, Intersex
BCP: Business Continuity Plan	LGBTIQA+: Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning, Asexual
CALD: Culturally and Linguistically Diverse	LGPA: Local Government Professionals Australia
CBD: Central Business District	LGPro: Local Government Professionals
CCTV: Closed Circuit Television	LGV: Local Government Victoria
CCWP: Croydon Community Wellbeing Precinct	LXRP: Level Crossing Removal Project
CEO: Chief Executive Officer	MAC: Metropolitan Activity Centre
CMT: Corporate Management Team	MAV: Municipal Association of Victoria
DCP: Development Contributions Plan	MBG: Maroondah Business Group
DFFH: Department of Families, Fairness and Housing	MBS: Municipal Building Surveyor
DH: Department of Health	MCC: Maroondah City Council
EACH: Eastern Access Community Health	MCH: Maternal and Child Health
EAGA: Eastern Alliance for Greenhouse Action	MMIGP: Mullum Mullum Indigenous Gathering Place
EAHA: Eastern Affordable Housing Alliance	MPS: Municipal Planning Statement
EASL: Eastern Alliance of Sustainable Learning	MSS: Municipal Strategic Statement
EBA: Enterprise Bargaining Agreement	MYWA: Maroondah Youth Wellbeing Advocates
ECLC: Eastern Community Legal Centre	NAIDOC: National Aborigines and Islanders Day Observance Committee
EEO: Equal Employment Opportunity	NDIS: National Disability Insurance Scheme
EFT: Equivalent full-time	OAM: Medal of the Order
EMR: Eastern Metropolitan Region	OHS: Occupational Health and Safety
EOCO: Equal Opportunity Contact Officer	OVA: Occupational Violence and Aggression
EPA: Environment Protection Authority	SEIFA: Socio-Economic Indexes for Areas
ERG: Eastern Region Group of Councils	SWAT: Student Wellbeing Action Team
ERP: Enterprise Resource Planning	TAC: Transport Accident Commission
ESD: Environmentally Sustainable Design	U3A: University of the Third Age
FOGO: Food Organics and Garden Organics	VAGO: Victorian Auditor-General's Office
FOI: Freedom of Information	VCAT: Victorian Civil Administrative Tribunal
GEAP: Gender Equality Action Plan	VEC: Victorian Electoral Commission
GIS: Geographic Information System	VECCI: Victorian Chamber of Commerce and Industry
GST: Goods and Services Tax	VECO: Victorian Energy Collaboration
HTCZ: Housing Choice and Transport Zone	VLGA: Victorian Local Governance Association
IBAC: Independent Broad-based Anti-Corruption Commission	VPELA: Victorian Planning and Environmental Law Association
IDAHOBIT: International Day Against Homophobia, Biphobia and Transphobia	



Maroondah Carols, Croydon Town Park.

To contact Council

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Translating and Interpreting Service

13 14 50

National Relay Service (NRS)

13 36 77

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