MAROONDAH 2050

Maroondah City Council

Maroondah City Council

Annual Report 2025/26





Above: Aerial view of Croydon North.

Front cover: Australia Day festivities at Ringwood Lake.



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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.

Introduction

Maroondah City Council is committed to open and transparent reporting. The *Annual Report 2025/26* is a comprehensive account of Council's achievements and its operational and financial performance for the financial year.



Welcome to the Maroondah City Council Annual Report 2025/26

The *Annual Report 2025/26* provides a consolidated view of Council's performance, outcomes, progress and financial position during the financial year. It is Council's primary reporting document and demonstrates transparency and accountability across all areas of our work for the Maroondah community.

The Report outlines Council's progress and performance against the *Council Plan 2025-2029* and *Annual Budget 2025/26*, highlighting key achievements and challenges, and Council's delivery of services, initiatives and infrastructure that support the current and future needs of our community.

This document fulfils Council's legislative requirements under the *Local Government Act 2020*, *Local Government (Planning and Reporting) Regulations 2020,* and the Local Government Performance Reporting Framework (LGPRF).

How to use this Annual Report

This report is divided into four main sections.

Section	Description
Introduction	Reflections from the Mayor and Chief Executive Officer on the 2025/26 financial year, and an overview of the City of Maroondah, our Council and the Maroondah 2050 Community Vision.
Report of Operations	Detailed look at Council's progress in 2025/26 against the *Council Plan 2025-2029* and the Local Government Performance Reporting Framework (LGPRF).
Financial Report	Audited financial statements and accompanying notes presenting Council's financial performance for 2025/26 and financial position as at 30 June 2026.
Performance Statement	Audited statement of Council's performance in 2025/26 against the service, financial and sustainability capacity indicators required under section 98(4) of the *Local Government Act (2020).*

How to obtain a copy of this Annual Report

This Annual Report is available online at www.maroondah.vic.gov.au

Copies can also be viewed at Council's Realm and Croydon service centres. Alternatively, a copy can be requested by calling Maroondah City Council Customer Service on 1300 88 22 33 or (03) 9298 4598, emailing maroondah@maroondah.vic.gov.au, or by writing to PO Box 156, Ringwood VIC 3134.

Left: Maroondah Festival, Croydon.

Message from the Mayor and Chief Executive Officer



On behalf of Maroondah City Council, we are pleased to present the Annual Report 2025/26.

This year marked the first year of our *Council Plan 2025-2029*, which outlines how we will work alongside our community towards the Maroondah 2050 Community Vision: 'Maroondah is a safe, inclusive and vibrant community, striving for a green, prosperous and sustainable future for all'.

Over the past 12 months, Council has remained focused on delivering the services, facilities and local projects that support our community's wellbeing and enhance Maroondah as a great place to live, work, play and visit. We continued to maintain our portfolio of over $2 billion in community assets while successfully delivering $42.80 million in capital works projects. This included starting construction on two major new hubs within the Croydon Community Wellbeing Precinct – the Cultural Hub and the Multipurpose Hub. Together, these new facilities will create welcoming spaces where people can access services, connect with others and take part in community life.

Our ongoing progress on local projects continues to enhance safety, liveability and amenity across the municipality. The new car park at 1 Bedford Road, adjacent to Ringwood Station, opened in November 2025, adding more than 300 spaces close to public transport, shops and local services. The *Croydon Activity Centre Structure Plan* was also adopted to guide the future of Croydon over the next 15 to 20 years, and 3.5km of new footpaths were constructed through the Principal Pedestrian Network.

Enhancing Maroondah's natural beauty and caring for our green, leafy environment continued to guide our efforts toward a sustainable future. This was highlighted by the adoption of the *Climate Adaptation Plan 2026-2031*; Council leading a sector-wide advocacy campaign calling on the Victorian Government to rethink the introduction of glass-only bins; and progressing the development of the Dandenong–Tarralla–Bungalook Creeks Biolink Action Plan. We also prepared for Stage 2 of the Reimagining Tarralla Creek project and planted more than 1500 new street trees during the annual planting season.

Maroondah's creativity, local economy and community spirit were also celebrated. Council adopted the *Creative Maroondah Strategy 2026-2030*, continued advocacy for future stages of the Karralyka redevelopment, and supported local commerce initiatives while presenting our Maroondah Business Excellence Awards. We also hosted much-loved community events including the Maroondah Festival, Maroondah Carols, Run Maroondah, Maroondah Night Run, and three Celebrate Maroondah events.

Our volunteers, community leaders and young people who dedicate their time, energy and care for others were recognised through a number of awards this year. We also allocated nearly $200,000 through the Community Grants program to support 81 local organisations and groups, and welcomed 864 new citizens at seven citizenship ceremonies.

We are proud to have delivered these achievements from a position of financial strength, ensuring we can continue to deliver more than 120 Council services to the community while maintaining an underlying surplus.

We thank everyone who shared feedback, took part in community life, volunteered, advocated, attended events or contributed to shaping Maroondah's future. Together, we are creating a community that is connected, welcoming, resilient and ready for the years ahead.





Cr Linda Hancock
Mayor

Steve Kozlowski
Chief Executive Officer

Maroondah community profile



People



120,247 residents live here

1959 persons per km²

735 Aboriginal and Torres Strait Islander people live here

39 is the median age

78 languages are spoken

95 countries of origin are represented

20% of residents speak a language other than English at home

25% of residents were born overseas

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





Housing

There are 46,866 dwellings, of which:



86%
are separate houses



10%
are medium-density housing



4%
are high-density housing

There are 45,762 households, of which:



34%
are couples with children



25%
are couples without children



24%
are a single-person



11%
are one-parent families

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:

EMPLOYED RESIDENTS	58,980
LOCAL JOBS	48,697
LOCAL BUSINESSES	10,106
ECONOMIC OUTPUT	$21.9B

The largest employers are:

- HEALTHCARE AND SOCIAL ASSISTANCE — 16.9%
- MANUFACTURING — 13.1%
- RETAIL TRADE — 13.3%
- CONSTRUCTION — 12.2%

27% OF RESIDENTS LIVE AND WORK IN MAROONDAH

41% OF RESIDENTS HAVE A UNIVERSITY OR DIPLOMA QUALIFICATION

18% OF RESIDENTS HAVE A TRADE QUALIFICATION

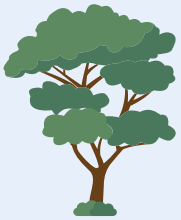
$1866 IS THE MEDIAN WEEKLY INCOME

15% OF RESIDENTS VOLUNTEER



Place

- 31 neighbourhood activity centres
- 61.4 km² land area
- 3 aquatic centres
- 4 large activity centres – Ringwood, Croydon, Heathmont and Ringwood East
- 649 hectares Council-owned/ controlled land
- 2 golf courses
- 2 athletics tracks
- 2 indoor sports stadiums
- 1 indoor cricket training facility
- 7 maternal and child health centres

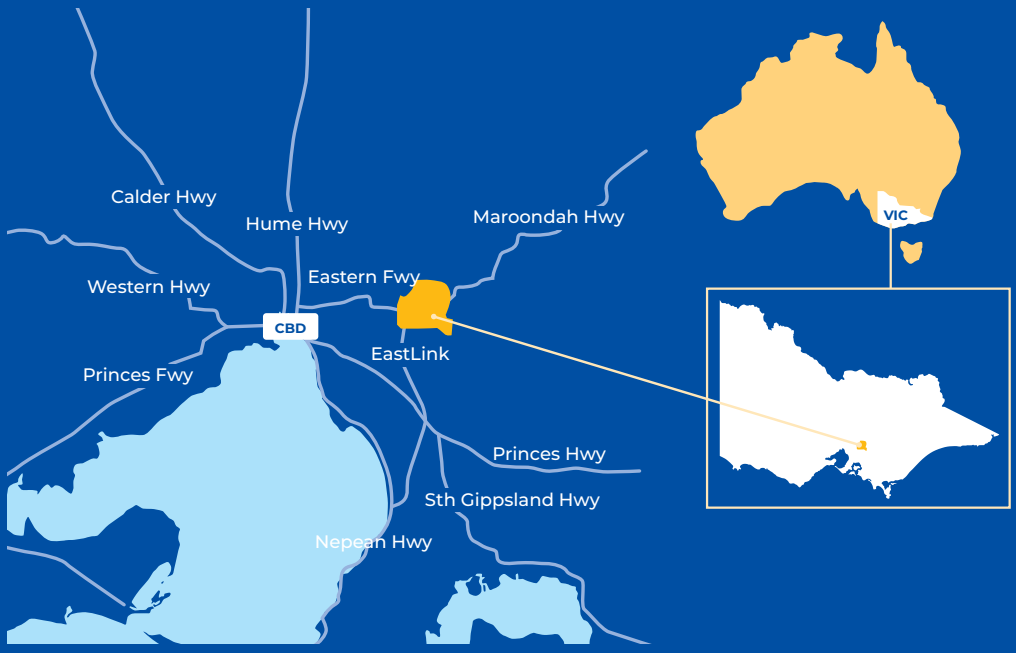




- 49 sports fields including ovals and soccer fields
- 28 early years facilities
- 133 play spaces
- 128,000 street trees
- 787kms of stormwater drainage pipes
- 473kms of Council-owned local roads
- 2 libraries
- 578 parks and reserves
- 68kms of shared paths
- 684kms of footpaths
- 1 youth centre

Data current as of June 2026.
Sourced from material compiled and presented by .id (informed decisions) www.id.com.au; REMPLAN www.remplan.com.au; Australian Bureau of Statistics www.abs.gov.au; and internal Maroondah City Council data.

Our city



The City of Maroondah covers a land area of 61.4km² in Melbourne's outer east and is located 25km from the central business district. Maroondah is home to 120,247 residents and 45,762 households. The age structure of Maroondah's population is similar to the Victorian state average.

Maroondah is a predominately 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 connecting Maroondah with other regions. Sustainable transport links also continue to expand with 684km of footpaths and 68km of shared paths.

Maroondah has a regional health precinct that includes 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 habitat for wildlife.

Over 10,000 businesses operate within the City, with over 97 per cent being small businesses employing fewer than 20 people. The largest employing industries are health care, retail trade, manufacturing, and construction. In total, businesses in Maroondah provide employment for over 48,000 people, and the municipality has an annual economic output of $21.9 billion (representing 1.6 per cent of the output generated in Victoria).

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.

Our history

For more than 35,000 years the Wurundjeri Woi Wurrung People of the Kulin Nation have been the Traditional Custodians of the land now known as the City of Maroondah. The Wurundjeri Woi Wurrung 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, 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)
- Woi Wurrung (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 Woi Wurrung People take their name from the Woi Wurrung language word ‘wurun’ meaning the Manna Gum (eucalyptus viminalis) which is common along ‘Birrarung’ (the Yarra River), and Djeri the grub, which is found in or near the tree.

The Traditional Country of the Wurundjeri Woi Wurrung 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 Woi Wurrung People as the 'people of the Birrarung' (Yarra River). The Birrarung and the waters flowing into it form the Traditional Country of the Wurundjeri Woi Wurrung People.

European settlers began arriving in the area in the 1830s and used the land for grazing cattle. The original Ringwood village emerged in the mid to late 19th century, following the sale of land and the 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 later renamed Oxford Road, and finally given its current name Mt Dandenong Road. The area gradually became more widely known as it was used by bullock teams heading for the gold fields in Woods Point and the Great Dividing Range.

In 1861, the railway line from Melbourne was extended eastward towards Lilydale, reaching Ringwood and Croydon in December 1882. This prompted 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, coinciding with the electrification of the railway line, which encouraged 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 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 led 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, along with parts of the former Shire of Lillydale and the former City of Doncaster and Templestowe.

Our Council

The *Local Government Act 2020* defines 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.

Our role

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



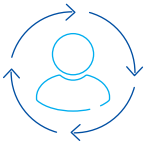
Plan

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



Deliver

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



Facilitate

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



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.



Advocate

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

Our core services

Maroondah City Council provides more than 120 different services to the community. These services include: business support; children and youth services; community health; community planning and development; drainage; immunisation; infrastructure maintenance and renewal; leisure and sporting facilities; local laws; maternal and child health; parks and reserves; planning and building; positive ageing; roads and footpaths; and waste and recycling.

Rates at work

The diagram below shows how every $100 spent by Council is allocated across the services delivered to the Maroondah community.



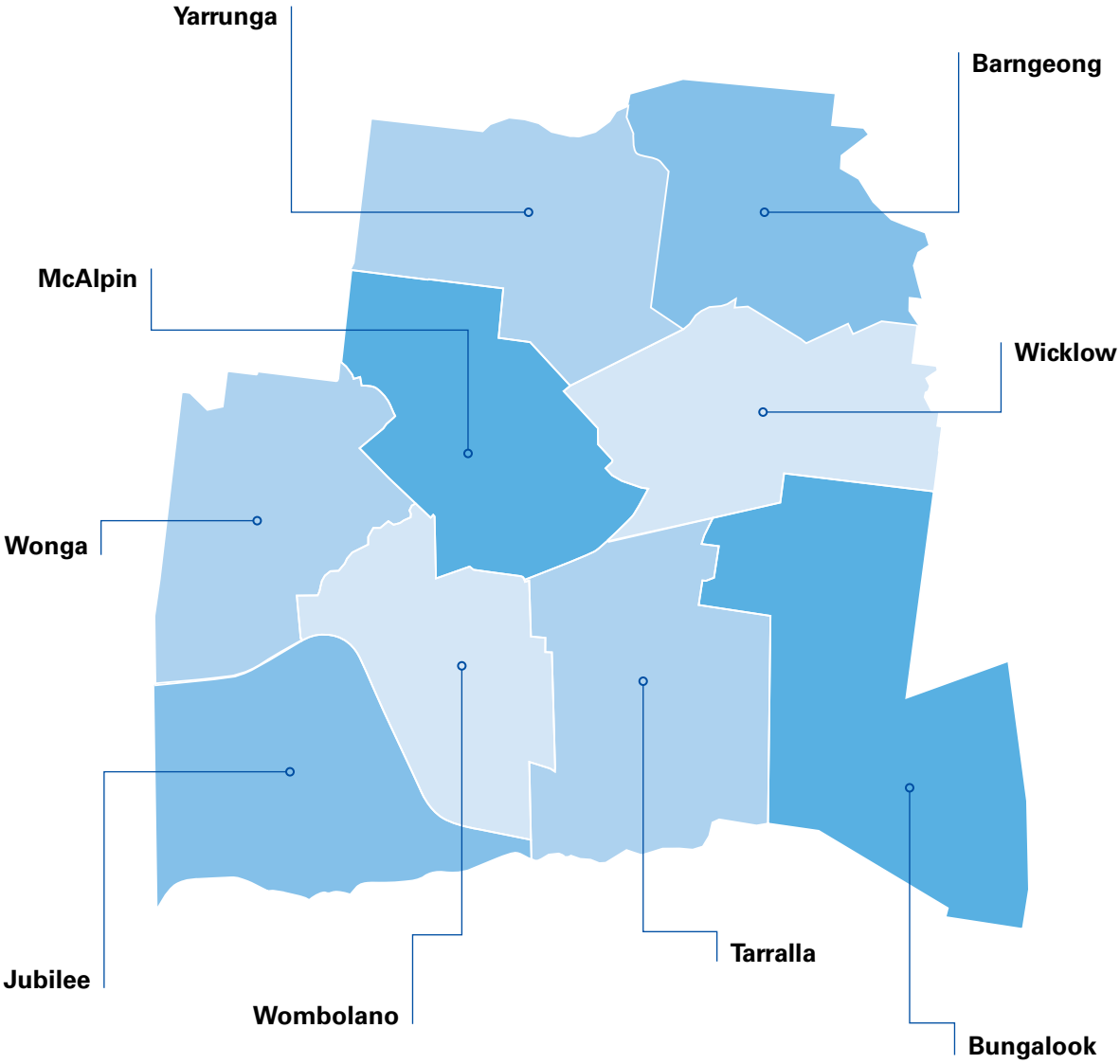
Our Councillors and wards

The City of Maroondah has nine wards: Barngeong, Bungalook, Jubilee, McAlpin, Tarralla, Wicklow, Wonga, Wombolano 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.

Under section 28 of the *Local Government Act 2020*, the role of a Councillor is to:

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



Barngeong Ward



Cr Chris Jones
0418 109 015
chris.jones@
maroondah.vic.gov.au

First elected December 2023

Bungalook Ward



Cr Catherine Gordon
0447 538 636
catherine.gordon@
maroondah.vic.gov.au

Elected October 2024

Jubilee Ward



Cr Claire Rex
0476 010 752
claire.rex@
maroondah.vic.gov.au

Elected October 2024

McAlpin Ward



Cr Nate Henderson
0437 969 722
nathaniel.henderson@
maroondah.vic.gov.au

Elected October 2024

Tarralla Ward



Cr Paul Macdonald
0436 001 760
paul.macdonald@
maroondah.vic.gov.au

First elected October 2016

Wicklow Ward



Cr Daniella Heatherich
0438 482 813
daniella.heatherich@
maroondah.vic.gov.au

Elected October 2024

Wombolano Ward



Cr Kylie Spears
0436 003 660
kylie.spears@
maroondah.vic.gov.au

First elected October 2016

Wonga Ward



Cr Linda Hancock
0473 194 871
linda.hancock@
maroondah.vic.gov.au

First elected March 2022

Yarrunga Ward



Cr Rob Steane OAM
0407 519 986
rob.steane@
maroondah.vic.gov.au

First elected November 2008

Council meetings

At Council meetings, Councillors make decisions on policy and local issues to ensure the efficient delivery of services within Maroondah.

Council typically meets on the third Monday of each month (except January). Meeting dates may be subject to change with a schedule available on Council's website.

Meetings are streamed live on Council's website and are open to the public.

Council election

In Victoria, local government representatives are chosen by the community every four years through elections managed by the Victorian Electoral Commission. Following the most recent general election on 26 October 2024, the current Maroondah City Council will serve its four-year term until the next scheduled election on 28 October 2028.



Council chamber at Realm, Ringwood.

Mayoral election

The Mayor and Deputy Mayor are elected by their fellow Councillors, typically serving a one-year term. As the principal community leader and official Council spokesperson, the Mayor plays a vital role at Council by chairing Council meetings and performing key social and ceremonial duties. The Deputy Mayor supports the Mayor throughout their term and fulfills these responsibilities when the Mayor is unavailable.

The following Councillors held the roles of Mayor and Deputy Mayor during 2025/26.

Date of election	Mayor	Deputy Mayor
20 November 2024	Cr Kylie Spears	Cr Linda Hancock
12 November 2025	Cr Linda Hancock	Cr Paul Macdonald



Maroondah 2050 Community Vision

Maroondah 2050 – Our future together describes our community's aspirations for the future of Maroondah, looking ahead to the year 2050.

It is a vision unique to Maroondah. It speaks to:

- the way our community wants to feel – safe and included
- how they want the municipality to be – vibrant and green
- what they want to strive for – a prosperous and sustainable future for all.

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

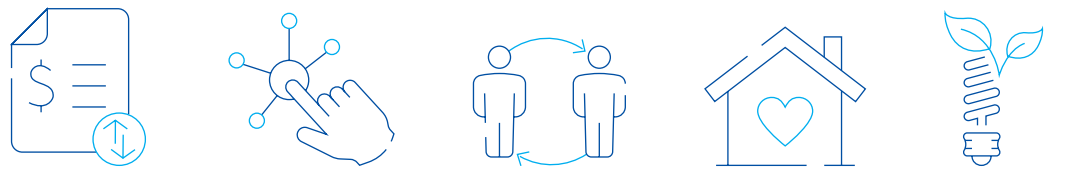
Future outcomes we are working towards

To bring the Maroondah 2050 Community Vision to life and focus the work of Council, five outcome areas have been identified.



Guiding principles

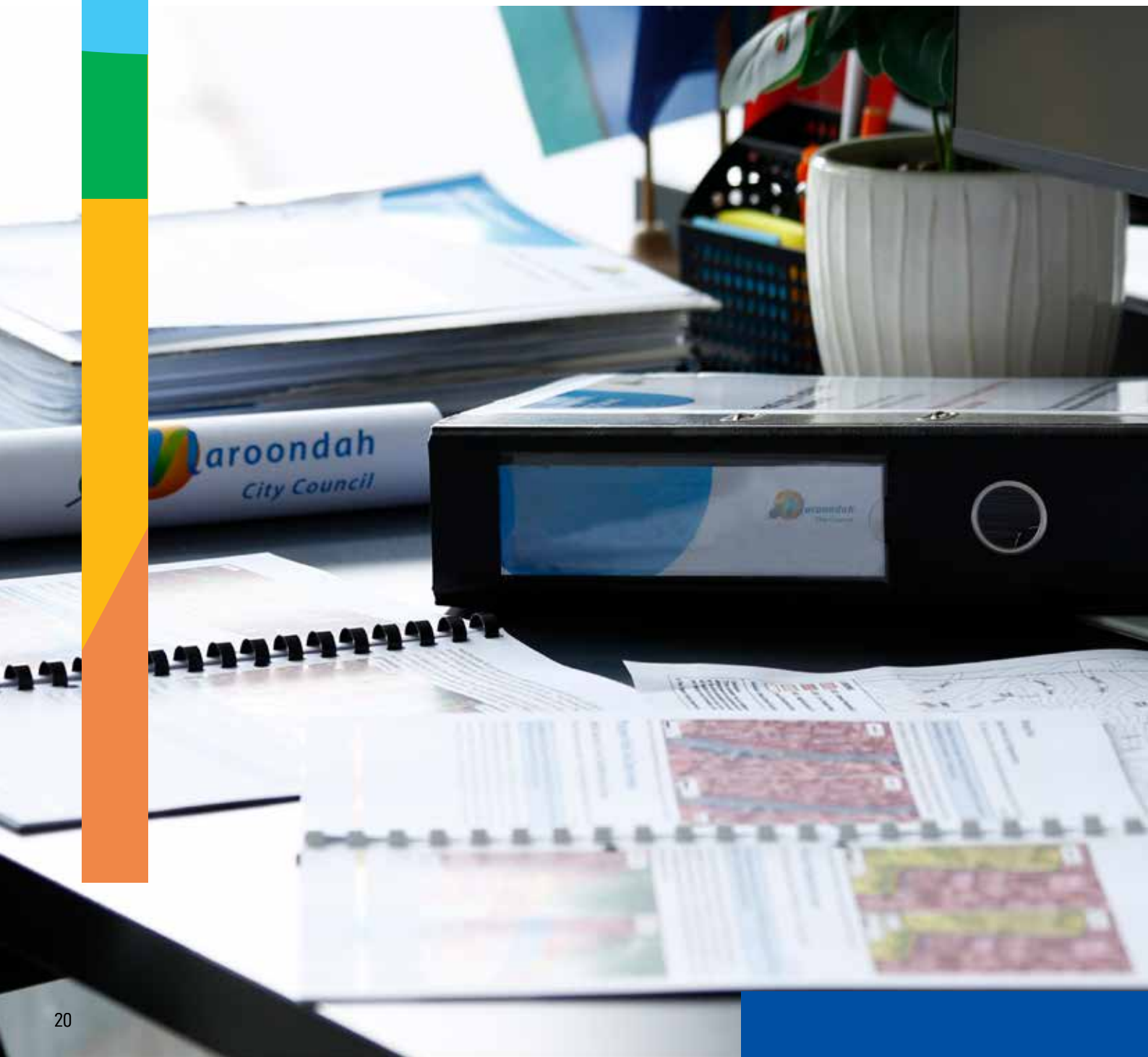
In delivering on the outcome areas, the following guiding principles were identified by the Maroondah Community Panel to shape the services, functions and activities of Council.



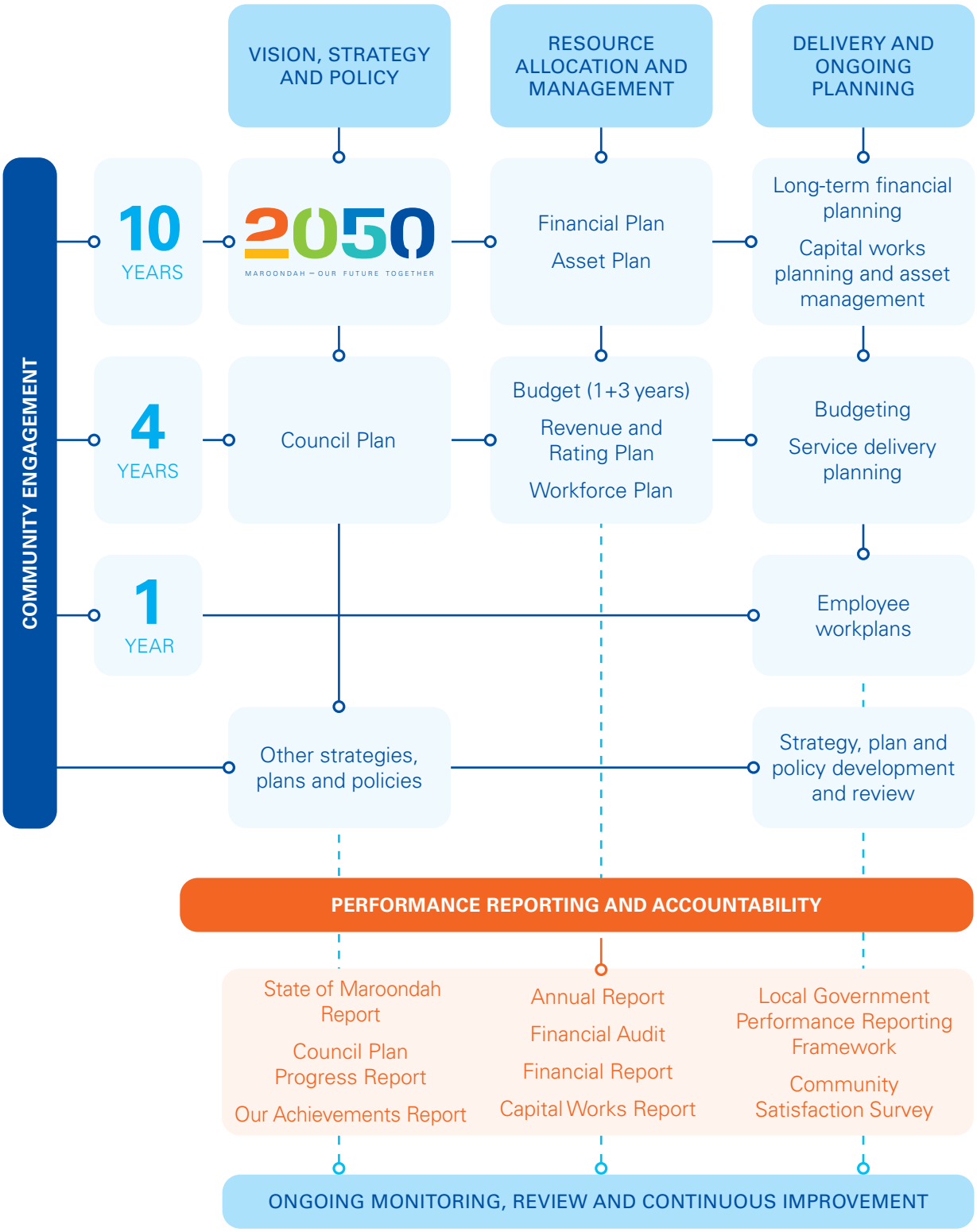
How Council plans for the future

Council uses an Integrated Planning and Reporting Framework to strategically connect the long-term aspirations, priorities and needs of the Maroondah community with 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. It also enables our organisation, community and partners to adapt and prioritise initiatives, activities and actions in response to community needs, and legislative changes as they occur 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 long-term aspirations for the future of Maroondah.

The Maroondah 2050 Community Vision identifies five future outcome areas that set the priorities for Council and the community to work towards together.

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

Council Plan

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

The *Council Plan 2025-2029* is structured around the five outcome areas of the Maroondah 2050 Community Vision and describes how Council will work towards realising the community's vision.

The Maroondah community participates in developing 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, plans and policies – both legislated and Council initiated – that significantly influence Council planning and service delivery and contribute to working towards realising the Maroondah 2050 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 on how Maroondah is expected to change through the implementation of the planning scheme.
- *Municipal Public Health and Wellbeing Plan*: provides directions and guidelines for improving the 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 and recently closed engagement activities are available on Council's website at www.yoursay.maroondah.vic.gov.au

All community-focused strategies, plans and policies 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 implement the Council Plan and other Council strategies and plans over a rolling 10-year period.

The Financial Plan is formally adopted by Council in accordance with the 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. It provides information about maintenance, renewal, acquisition, expansion, upgrade, disposal, and decommissioning of assets under the control of Council over a 10-year period.

The Asset Plan is formally adopted by Council in accordance with the 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 the 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 combined 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 the 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. It also 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 Maroondah 2050 Community Vision, detailed service delivery plans are developed for each of Council's service areas. 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 periodically develops and reviews other relevant strategies, plans and polices to guide its work.

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.

The Community Engagement Policy 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.



Run Maroondah event at HE Parker Reserve, Heathmont

Report of Operations

The Report of Operations offers a comprehensive overview of Maroondah City Council's performance during the 2025/26 financial year. It highlights key achievements delivered for our community, tracks progress against the *Council Plan 2025–2029*, and details Council's performance in accordance with the Local Government Performance Reporting Framework.



Year in review

The 2025/26 financial year marks the first year of Council's work towards the Maroondah 2050 Community Vision.

The following pages provide a snapshot of Council's activities, achievements and outcomes in 2025/26, including operating context, Council Plan priority action progress, major events and milestones, financial performance snapshot, major capital works, community engagement, advocacy, regional partnerships, and awards and recognition. Further detail on Council's performance is available in the 'Our Performance' section of this Report.

Operating context

Council continues to operate in a complex and evolving economic and policy environment, shaped by a range of external and internal factors that influence its service delivery to the Maroondah community. Some of these influences are outside Council's control, while others result from Council's own decisions and policies, including responding to community priorities, pursuing continuous improvement, and maintaining sound financial management.

Major economic and policy influences on Council's operations in 2025/26 include:

- **Rate capping:** Council continues to operate within the Victorian Government's rate capping framework, which restricts revenue growth and requires ongoing prioritisation of services, programs and infrastructure investment.
- **Costing shifting:** Policy decisions at other levels of government continue to transfer responsibilities to local government without corresponding funding increases. In many cases, funding has not kept pace with rising service delivery costs.
- **Cost escalation pressures:** Construction, contract, insurance and utility costs continue to increase at rates above general inflation. These pressures are particularly evident in the delivery of capital works and essential services, requiring Council to prioritise investment and pursue efficiencies where possible.
- **Asset management and infrastructure demand:** Council continues to manage a significant asset base requiring ongoing investment in renewal and upgrades to meet community expectations and maintain service standards.
- **Economic and community pressures:** Cost-of-living pressures, population growth and changing community expectations are influencing service demand and Council's approach to pricing and service delivery. Many Council services are subsidised (not full cost recovery) to ensure accessibility and equity across the community.
- **Housing reform:** The Victorian Government's housing reform sets ambitious housing targets, with a strong focus on high-density development in areas such as Ringwood. These reforms significantly reduce Council's role in planning decisions, limit opportunities for community input, and do not guarantee infrastructure investment to support population growth.
- **Waste management and sector reform:** Increases in the Victorian Government landfill levy and rising contract costs are driving higher waste service costs and charges. Compliance with statewide circular economy policies also requires significant investment in waste recovery and navigating uncertain recycling markets.
- **Climate adaptation:** Climate change poses significant environmental, social and financial risks to Council and the Maroondah community. Council must proactively plan and adapt to secure the long-term sustainability of its operations and services, while continuing to support the community to strengthen local resilience.

Left: Council's Bushland team celebrating National Tree Day at JW Manson Reserve, Wantirna.

Council Plan priority action progress



A healthy, inclusive and connected community



A safe and liveable community

Achievements in 2025/26

Commenced implementation of Council's positive ageing service delivery model.

Updated and adopted the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*.

Developed and adopted the *Maroondah Reconciliation Plan 2026-2030*.

Commenced construction of cultural and multipurpose hubs in the Croydon Community Wellbeing Precinct and supported service providers based within the precinct.

Advocated for funding for the redevelopment of The Rings and Ringwood Golf.

Developed concept designs for the Quambee Reserve tennis redevelopment.

Supported Victorian Government kindergarten reforms through advocacy for infrastructure to meet current and future demand.

Opened the new Bedford Road multi-level car park.

Adopted the *Croydon Activity Centre Structure Plan*.

Commenced the upgrade of the Eastfield Road, Railway Avenue and Morinda Street intersection in Ringwood East.

Constructed 3.5km of footpaths within the Principal Pedestrian Network.

Trialled parking management technologies in the Ringwood Metropolitan Activity Centre.

Developed concept plans that enhance the boulevard character of the section of Maroondah Highway, Ringwood between Ringwood Bypass to New Street.

Advocated for the transport needs of the Maroondah community.

Looking ahead to 2026/27

Implementing Council's positive ageing service delivery model.

Implementing the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031* and *Maroondah Reconciliation Plan 2026-2030*.

Continuing construction of the Croydon Community Wellbeing Precinct and planning services, activities and experiences for the Precinct.

Planning and designing the redevelopment of The Rings and Ringwood Golf, and progressing Quambee Reserve tennis redevelopment.

Partnering to implement the Victorian Government kindergarten reforms.

Developing and trialling Maroondah Highway, Ringwood enhancements.

Designing and constructing the Croydon Main Street Revitalisation project.

Completing the upgrade of the Eastfield Road, Railway Avenue and Morinda Street intersection in Ringwood East, and undertaking improvement works at Holloway Road in Croydon North.

Constructing footpaths within the Principal Pedestrian Network.

Advocating for the transport needs of the Maroondah community.



A green and sustainable community

Advocated to the Victorian Government for a more effective, evidence-based approach to glass recycling, including expansion of the Container Deposit Scheme.

Developed and adopted the *Climate Adaptation Plan 2026-2031*.

Continued implementation of *Council's Waste, Litter and Resource Recovery Strategy 2020-2030*.

Developed the draft Dandenong-Tarralla-Bungalook Creeks Biolink Action Plan.

Worked in partnership to prepare for Stage 2 of the Reimagining Tarralla Creek project.

Developed designs for future flood mitigation projects.

Planted over 1500 street trees during the 2026 annual planting season.

Continuing advocacy for improved glass recycling.

Implementing Council's Sustainability and Waste, Litter and Resource Recovery strategies.

Continuing Biolink Action Plan development and implementation.

Undertaking Stage 2 of the Reimagining Tarralla Creek project.

Undertaking flood mitigation works at San Remo Road, Ringwood North.



A vibrant and prosperous community

Developed and adopted the *Creative Maroondah Strategy 2026-2030*.

Advocated for funding for future stages of the Karralyka redevelopment.

Developed a draft structure plan for the Bayswater Business Precinct as part of the *Bayswater Business Precinct Transformation Strategy*.

Reviewed Council's coworking service offering to identify opportunities for enhancement for local businesses.

Led work with the Melbourne Eastern Regional Economic Development Group to explore regional women in business and business award programs.

Implementing the *Creative Maroondah Strategy 2026-2030*, and *Bayswater Business Precinct Transformation Strategy*.

Advocating for funding for future stages of the Karralyka redevelopment.

Exploring opportunities to enhance Council's coworking offering and establish a regional women in business program.



A well governed and empowered community

Commenced implementation of the Maroondah 2050 Community Vision.

Developed and adopted the *Customer Experience Strategy 2025-2029*.

Adopted Council's inaugural *Communications Strategy 2025-2029*.

Continued implementation of Council's three-phase Enterprise Resource Planning program.

Undertook a range of actions to minimise risks to cyber security impacts.

Partnered with the Eastern Region Group of Councils to advocate for the needs of the region in the lead up to the state election in November 2026.

Advocated to the Australian and Victorian Governments seeking funding for a range of priorities that will benefit the Maroondah community.

Implementing the Maroondah 2050 Community Vision, *Customer Experience Strategy 2025-2029*, *Communications Strategy 2025-2029* and *Property Management Strategy 2025-2029*.

Implementing the Enterprise Resource Planning program and cyber security actions.

Partnering with the Eastern Region Group of Councils.

Advocating for the Maroondah community ahead of the state election in November 2026.

Major events and milestones

2025



July

6-13 July
NAIDOC Week acknowledgement celebrations

11 July
Plastic Free July Discovery Day at Realm

27 July
National Tree Day planting event at JW Manson Reserve

30 July
Community and Arts and Cultural Grants recognition event

August



7 August
National Homelessness Week event hosted by the Regional Local Government Homelessness and Social Housing Charter

21 August
Women in Business: Inspire & Connect! event hosted by BizHub

27 August
National Meals on Wheels Day celebration recognising volunteers' contributions

31 August
Aquanation's 10th birthday celebration and Family Fun Day



September

15 September
Honorary Freeman of the City event

15-22 September
Dementia Action Week roadshow hosted by Eastern Region Councils

22 September
Mayoral Art Exhibition 30th anniversary at Maroondah Federation Estate Gallery

September to November
Imagine: Creative Experiences for Children arts series

October

1 October
Growing Wellbeing Activity Day at Realm

5 October
Run Maroondah at HE Parker Reserve

7 October
Movement and Positive Ageing Expo at Maroondah Nets

15 October
Maroondah Youth Forum

18-26 October
Children's Week activities

23 October
Maroondah Business Excellence Awards

24-27 October
Great Southern BioBlitz

25 October
E-Waste + more collection event

31 October
Halloween at Wyreena





December

3 December
Volunteer recognition event

6 December
Maroondah Carols at Town Park

7 December
Summer Sundays at Aquahub



November

9 November
Maroondah Festival at Town Park

13 November
Change Makers event as part of International Day of People with Disability

22 November
Detox Your Home household chemical collection day

26 November
2026 Karralyka Theatre Season launch

27 November
Maroondah Youth Awards

29 November
Wyreena Makers Market

2026



January

18 January
Summer Sundays at Aquanation

26 January
Australia Day Awards and celebrations

February

15 February
Summer Sundays at Croydon Memorial Pool

21 February
Celebrate Maroondah Movie Night at Grayswood Reserve

24 February
Kindergarten Information Night





March

11 March
International Women's Day Breakfast

13 March
Celebrate Maroondah Movie Night at Barngeong Reserve

22 March
Dogs Day Out at HE Parker Reserve

April



9 April
Nature Play Day at Cheong Park

15 April
Active Kids, Healthy Minds event at Town Park

24-27 April
City Nature Challenge

April
Launched the Let's Be Clear on Glass campaign





May

1 May
Maroondah Night Run at Ringwood Golf

3 May
International Compost Awareness Week display and events

30 May
E-Waste + more collection event

28 May
National Reconciliation Week Mullum Market event at Ringwood Town Square

May
Maroondah BizMonth

June

11 June
Walking at night event launch at Town Park athletics track

June
Men's Health Week events hosted by Maroondah's community centres and neighbourhood houses

Financial performance snapshot

A snapshot of Council's financial performance for 2025/26 is provided below. More detailed information is included in the Financial Report and Performance Statement sections of this Annual Report.

Operating position

Operating revenue

$193.21M

Operating expenses

$179.50M

Operating surplus

Operating revenue less operating expenses

$13.71M

Underlying surplus

Operating surplus after adjusting for capital grants and capital monetary contributions

$2.46M

Liquidity

Working capital

Current assets compared to current liabilities

191.48%

Unrestricted cash

Unrestricted cash compared to current liabilities

9.51%

Obligations

Loans and borrowings
Interest bearing loans and borrowings

$12.68M

Loans and borrowings ratio
Interest bearing loans and borrowings compared to rate revenue

10.88%

Indebtedness
Non-current liabilities compared to own-source revenue

10.15%

Asset renewal and upgrade
Renewal and upgrade expenditure compared to depreciation

96.12%

Stability

Rate revenue
Revenue from general rates and waste services charges

$116.55M

Rates concentration
Rate revenue compared to adjusted underlying revenue

64.05%

Efficiency

Revenue level
Average rate per property assessment

$1771.20

Expenditure level
Expenses per property assessment

$3374.89

Major capital works

Council successfully delivered $42.80[1] million in capital works projects during 2025/26. The following is a selection of projects completed or progressed during the year.

Buildings

$26.09M

Projects completed or in progress



Croydon Community Wellbeing Precinct Cultural Hub construction



Bedford Road multi-level car park construction, Ringwood



Wyreena Conservatory renewal, Croydon

Croydon Community Wellbeing Precinct Multipurpose Pavilion and Bowling Green construction

Hughes Park Pavilion redevelopment, Croydon North

Gracedale Park Tennis Club roof works, Ringwood East

Eastfield Pony Pavilion redevelopment, Croydon

Aquanation renewal works, Ringwood

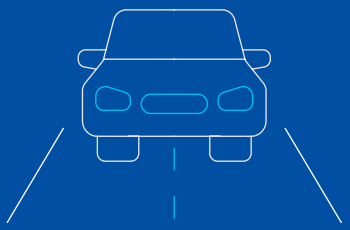
Aquahub renewal works, Croydon

Unit 4 (EV Youth) relocation to Croydon Community Wellbeing Precinct Cultural Hub

[1] Total capital works expenditure across all asset classes.

Roads

$4.77M



Projects completed or in progress



Eastfield Road, Railway Avenue and Morinda Street safety improvements, Ringwood East



Ainslie Park Avenue road reconstruction, Croydon



Mullum Mullum Road traffic management works, Ringwood

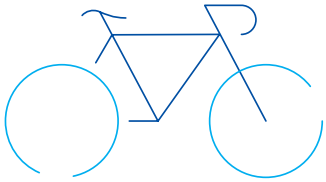
Station Street intersection improvement works, Ringwood

Road improvement works at:

- Halbert Road, Bayswater North
- Shane Crescent, Croydon South
- Hammond Street, Ringwood
- Heywood Street, Ringwood
- Maidstone Road, Ringwood
- Oban Road, Ringwood
- Sussex Street, Ringwood
- Wrights Court, Ringwood
- Victoria Street, Ringwood East
- Melview Drive, Ringwood North
- Glynne Road, Warranwood

Footpaths and cycleways

$3.36M



Projects completed or in progress



Bedford Road Shopping Centre improvement works, Ringwood East



Bedford Road bicycle path construction, Ringwood

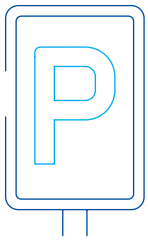
Dorset Recreation Reserve trail shared path

Footpath construction on:

- Lincoln Road, Croydon
- Mt Dandenong Road, Croydon
- Milton Street, Heathmont
- Pleasant Drive, Heathmont
- Waterloo Street, Heathmont
- Fyfe Avenue, Ringwood
- Kubba Road, Ringwood North
- Kubis Drive, Ringwood North
- Oban Road, Ringwood North
- Werac Drive, Ringwood North
- Heatherdale Road, Vermont

Car parks

$0.43M



Projects completed or in progress



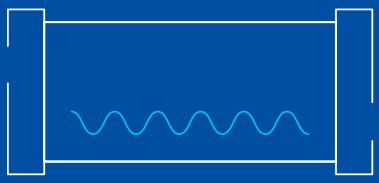
Burnt Bridge Shopping Centre car park improvements, Croydon



Bedford Road Shopping Centre car park improvements, Ringwood East

Drainage

$1.56M



Projects completed or in progress



Mullum Mullum Road stormwater infrastructure improvements, Ringwood

Norton Road main drain extension, Croydon

Drainage relining and renewal works at:

- Henty Court, Croydon
- Fairview Avenue, Croydon North
- Wilson Concourse, Croydon North
- Salisbury Court, Heathmont
- Williams Road, Park Orchards
- 180-186 Colchester Road, Kilsyth
- Montgomery Street, Ringwood
- Ringwood Lake

Parks, open space and streetscapes

$4.90M



Projects completed or in progress



Lipscombe Park playspace renewal, Croydon



Norwood Reserve improvements, Ringwood



Heathmont Tennis Club improvements

Croydon Park Z Space playspace renewal

Weiland Reserve playspace renewal, Heathmont

Heathmont Parker Reserve Tennis Club lighting upgrade, Heathmont

Tree Improvement Program works

Golf Course Improvement Program works

Community engagement

Council maintains a strong commitment to meaningful community engagement, providing opportunities for everyone to participate in the decision-making process on issues that matter to them and affect their lives.

Engagement is guided by the Community Engagement Policy and toolkit, developed in line with the International Association of Public Participation (IAP2) best practice principles.

Over the past year, community engagement activities have focused on the following strategies, plans, projects and infrastructure across the Maroondah 2050 Community Vision outcome areas.

A healthy, inclusive and connected community

- *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031 (2025 Update)* and Implementation Plan
- Draft Disability Action Plan 2026-2030
- Draft Maroondah Tobacco and E-Cigarette Policy

A safe and liveable community

- Child Safety and Wellbeing Policy Review
- *Domestic Animal Management Plan 2026-2029*
- *Maroondah Gambling Harm Prevention and Minimisation Policy 2026*
- Croydon Main Street Revitalisation project
- Principal Pedestrian Network Review
- Maroondah Bicycle Network Review
- Heathmont Village Reserve Enhancement Plan
- Maroondah Planning Scheme Review (Amendment C155maro)
- Maroondah Highway and Yarra Road Intersection Upgrade (engagement undertaken by the Victorian Government)

A green and sustainable community

- *Climate Adaptation Plan 2026-2031*
- Draft Dandenong-Tarralla-Bungalook Creeks Biolink Action Plan
- *Onsite Wastewater Management Strategy 2025-2030*
- Block 15 Street Tree Renewal

A vibrant and prosperous community

- *Creative Maroondah Strategy 2026-2030*
- Draft Street Activities Policy

A well governed and empowered community

- *Customer Experience Strategy 2025-2029*
- ReadyMaroondah project



Cafè Consult at Maroondah Festival, Croydon.

Advocacy

To work towards the Maroondah 2050 Community Vision, Council advocates on behalf of the community to industry, peak bodies and associations, and other levels of government.

Over the past year, Council's advocacy has focused on promoting the needs and interests of the Maroondah community, shaping policy outcomes and securing investment in the municipality. Key advocacy priorities have included:

State election 2026

In the lead-up to the state election in November 2026, Council held briefings with local members and candidates from the Victorian Labor and Liberal parties in May and June 2026. Key priorities presented included:

- a new hospital for Maroondah
- redeveloping Karralyka, and The Rings and Ringwood Golf
- upgrading and improving roads (including the Maroondah Highway/ Yarra Road intersection, Maroondah Highway Boulevard, and Bayswater Road)
- improving shared pathways.

Council is also advocating for the broader needs and interests of Melbourne's east through the Eastern Region Group of Councils (ERG) State Advocacy Platform 2026: Stronger partnerships – better communities. The platform outlines priorities across six key themes to support ERG's vision for Melbourne's east.

Glass recycling reform

Maroondah is one of 35 councils calling on the Victorian Government to delay and reconsider their proposed rollout of a fourth bin for glass recycling. Through the 'Let's be clear on glass' campaign, councils are advocating for a more effective, evidence-based approach, such as expanding the Container Deposit Scheme to include wine and spirit bottles.

Council also raised these concerns through motions adopted by the Municipal Association of Victoria and the Australian Local Government Association, and directly with relevant Australian and Victorian Government Ministers and departments.

Planning policy reform

Council raised concerns about several proposed changes outlined in the Victorian Government's *Housing Statement: The Decade Ahead 2024–2034*. These included lack of community consultation, poor design and safety outcomes, removal of established neighbourhood character considerations, and removal of local variations to some standards. Council also highlighted increased complexity, the removal of appeal rights, and limits on Council's ability to deliver site-responsive outcomes.

Council will continue to advocate for collaborative solutions that ensure local communities have a voice in shaping Victoria's future.



Council is advocating for funding for further redevelopment of Karralyka, Ringwood East.

Regional partnerships

Council is an active member of a range of regional partnerships that aim to achieve shared outcomes and community benefits through coordinated advocacy, investment, programs and services. Some of the key regional partnerships include:

- Eastern Alliance for Greenhouse Action
- Eastern Alliance for Sustainable Learning
- Eastern Metro Council Emergency Management Partnership
- Eastern Region Group of Councils
- Melbourne East Region Sport and Recreation Strategy Working Group
- Melbourne East Regional Economic Development Group
- Your Library Limited

Eastern Region Group of Councils

Maroondah City Council is a member of the Eastern Region Group of Councils (ERG), a representative regional body comprising the Mayors, Deputy Mayors and CEOs of five local government authorities: Knox, Manningham, Maroondah, Whitehorse and Yarra Ranges.

ERG councils collaborate and partner on shared priorities through advocacy, integrated planning, shared services, and joint procurement to benefit the communities of the region.

The ERG acts as a catalyst for collaboration, is a trusted voice on regionally significant matters, and works to create an enabling operating environment for councils to be more efficient and effective and improve access to infrastructure and services across the region.

The work of the ERG is guided by the *ERG Strategic Plan 2025-2029*, which focuses on five strategic priorities:

- building shared services and increasing joint procurement
- enhancing regional infrastructure
- transforming movement in the East
- supporting community safety
- developing local employment opportunities

To support the work of the ERG, for the first time all member councils have included the following priority action in their respective Council Plans: 'partner and advocate regionally with the Eastern Region Group of Councils to address common challenges and progress shared priorities'.

In 2025/26, the work of the ERG has included an elevated focus on shared services and joint procurement. Member councils entered an *Eastern Region Shared Services Memorandum of Understanding*.

This four-year agreement, with implementation commencing in 2026, enables the consistent exploration of over 100 candidate projects (opportunities) by Directors from each Council. The ERG has supported the design of the assessment methodology with initiatives progressing in waste management, procurement, human services and statutory planning.

Other ERG activities have included:

- Partnering with The Centre for International Economics to commission a Community Infrastructure Needs Analysis to quantify the community infrastructure provision required to maintain service levels while meeting Victorian Government housing targets over time.
- Initiating a Community Safety Framework and Roundtable in July 2025 with Victoria Police and the vast array of community agencies that play a role. The Roundtable was hosted by Maroondah City Council and brought together over 50 government and community stakeholders.
- Launching the ERG State Advocacy Platform 2026: Strong partnerships – better communities with clear 'asks' for the eastern region across six themes in the lead up to the state election in November 2026.
- Supporting regional Councils through submissions, meetings and action, such as advocacy to review the government requirement for household glass recycling bins.

ERG EASTERN REGION GROUP OF COUNCILS

Knox City Council | MANNINGHAM | Maroondah City Council | WHITEHORSE CITY COUNCIL | Yarra Ranges Council

Awards and recognition

Awards received by Council

Maroondah City Council is proud to be recognised for its leadership, innovation and commitment to service excellence. Highlights from 2025/26 include:

Winner – Victorian Local Governance Association Mary Rogers Awards – Mary Rogers Award

Councillor Kylie Spears was named the inaugural recipient of the Mary Rogers Award for her outstanding contribution as a civic leader in Victoria.

As a long-serving Maroondah City Council Councillor and former Mayor, Councillor Kylie Spears has demonstrated inclusive leadership by strengthening civic participation, championing gender equality and amplifying underrepresented voices.

Winner – 2025 Golf Australia National Awards of Excellence – Local Government Recognition Award

Maroondah City Council received national recognition for its long-term commitment to creating greater opportunities for people of all ages and abilities to participate in golf through its two 18-hole public courses, Ringwood Golf and Dorset Golf.

Winner – 2025 Victorian Golf Industry Awards – MyGolf Venue of the Year

Maroondah Golf was recognised for its outstanding delivery of MyGolf, Australia's national junior introductory golf program, which provides a fun and engaging introduction to golf for children aged 5 to 12 at Ringwood Golf and Dorset Golf.

Winner – 2026 Aquatics and Recreation Victoria Industry Awards – Customer Service Award

Elizabeth Anderson-Wisely, Customer Experience and Administration Officer at Maroondah Leisure, was recognised for her dedication to making Maroondah Leisure a more welcoming and inclusive place for all members and visitors. Elizabeth introduced initiatives to improve communication with patrons who are deaf, hard of hearing or from non-English speaking backgrounds, helping ensure everyone receives the same high-quality service.

Finalist – Mainstreet Australia Awards 2025 – Best Main Street Streetscape and Design

Council's Reignite Croydon- Laneway Lights project was shortlisted as a finalist in the Best Main Street Streetscape and Design category for its series of captivating illuminated artworks featured across three laneways adjacent to Main Street, Croydon, showcasing the talent and creativity of local artists. The project has enhanced the amenity of Croydon's Main Street precinct and supported local traders by encouraging visitation.

Finalist – LGPro 2026 Awards for Excellence – Digital and Technology

Council's Maroondah Chat GPT project was recognised as a finalist under the Digital and Technology category in the 2026 LGPro Awards for Excellence. The project involved the creation and implementation of a purpose-built artificial intelligence platform for Council employees, while ensuring Council maintained its obligations as an effective steward of community data, funds, and resources.

Finalist – School Crossing Supervisor of the Year Awards

Across Maroondah, 15 dedicated school crossing supervisors were nominated for the School Crossing Supervisor of the Year Awards. Andrea Moran at Croydon Hills Primary School, Dexter Bourke at Great Ryrie Primary School, and Rima Soufi at Ringwood North Primary School received finalist honours for the vital role they play in keeping our community safe on and around our roads.

Awards awarded by Council

Honorary Freeman of the City

The Honorary Freeman of the City Award is the highest honour a Council can bestow, recognising outstanding achievements and dedicated service to the community by a person over their lifetime.

Andrew Brownlie, Helen Parker OAM and Terri Verberne received the honour at a special event on 15 September 2025 for their extraordinary contributions to the community, joining Bernie Capicchiano, Dr Graeme Lorimer and Anne Hubbard as living Maroondah Freeman of the City.



Andrew Brownlie

Andrew Brownlie was recognised for significant contributions through Rotary. A member of the Rotary Club of Ringwood (now Maroondah) since 2002, Andrew has served as President twice, Secretary 10 times and held several key leadership roles, including Chair of the International Committee. He has received numerous accolades, including the Trevor Smith Memorial Award, the Victoria Award, the Deakin Citizen of the Year Award in 2023, as well as recognition as a Paul Harris Fellow on nine occasions – Rotary's highest honour.



Helen Parker OAM

Helen Parker OAM was honoured for supporting and empowering pregnant women in need. Drawing on her own experiences as a single mother, Helen established The Babes Project in 2009 to help ensure no woman faced motherhood alone, confused or unsupported. In 2019, Helen was awarded the Medal of the Order of Australia (OAM), while The Babes Project was recognised as Maroondah Business of the Year.



Terri Verberne

Terri Verberne was recognised for her contributions through Scouting and volunteering. Since 2001, she has held numerous leadership roles, including 3rd Ringwood East Group Leader, Maroondah District Commissioner and Regional Commissioner for the Mount Dandenong Region. Terri has also made significant contributions to Heathmont Bowls Club since 2007, holding key positions including Committee President for 10 years. She has received various awards for her ongoing contributions, including Bill Wilkins Volunteer of the Year, Maroondah Citizen of the Year (twice), and the Silver Koala and Silver Emu for her service to Scouting.

Australia Day Awards

Maroondah's Australia Day Awards recognise outstanding community service and celebrate achievements made over the past year, or contributions made over many years.

Citizen of the Year

Andrea Crompton was named Maroondah's Citizen of the Year for her 22-plus years of dedication to building the Croydon Concert Band into an inclusive and supportive community of more than 40 musicians. Andrea mentors members of all ages and abilities, arranges and leads performances at local schools, retirement villages and community events, and organises band camps across rural Victoria. Beyond her musical leadership, she supports members experiencing hardship, passionately advocates for children's theatre, and competes as a para-triathlete. Andrea is also a past recipient of the David Hodgett Award (2012) and the Deakin Award (2018).

Young Citizen of the Year

Tim Whitehead received the Young Citizen of the Year Award for his exceptional dedication and leadership across local emergency services, youth development, and grassroots sport. For several years, Tim has served as the Assistant Region Commissioner for Development within the Mt Dandenong Region of Scouts Victoria — the largest region in the state, supporting more than 5000 members across six municipalities, including Maroondah. In addition to his role as Group Leader at the Montrose Scout Group, Tim actively volunteers with the Maroondah State Emergency Service, coaches junior basketball, and serves on the Kilsyth Basketball Association referee committee.

Community Event of the Year

The inaugural 'Mountain to Melbourne' celebration and fundraiser was named Community Event of the Year. Held at Ringwood Town Square on 28 March 2025, the inspiring initiative raised critical funds to support paediatric care across Eastern Health hospitals.

The drive behind the event saw local psychologist Emma-Rose Parsons complete a 100km ultra-marathon in a single day, raising $64,978 for vital medical resources. This included funding portable ultrasound machines to benefit the more than 36,000 children treated annually at Box Hill, Maroondah, and Angliss hospitals.

The celebration culminated in a festive finish line event that welcomed nearly 1000 families and supporters to Ringwood Town Square. Backed by local businesses and community partners, attendees enjoyed a free, inclusive evening featuring live music, children's activities, community stalls, and family entertainment.

Bill Wilkins Volunteer Award

Named in honour of the late Bill Wilkins OAM, Freeman of the City, who dedicated more than 75 years to volunteering in Maroondah, this award is presented annually to recognise those volunteers who inspire and embrace the spirit of volunteerism through their exemplary contribution to the community.

Naomi Walsh was awarded the 2025 Bill Wilkins Volunteer Award for her dedication to improving environmental outcomes and fostering community spirit in Maroondah.

Naomi founded the Friends of Ringwood Lake group and has supported young people through Scouts volunteering and as a long-term foster carer. In 2016, she established the 'Food is Free' pantry initiative to support people experiencing difficulty accessing essential items and has helped others establish similar support services by sharing her ideas, experiences and contacts. As a member of her Local Exchange Trading System (LETS) group since 2017, Naomi also coordinates more than 18 volunteers who collect donated food items from local businesses.

Australian Honours and Awards

The Australian Honours and Awards system celebrates outstanding service by recognising individuals who make a lasting contribution to their communities and, in so doing, make Australia a better place.

The King's Birthday 2025 Honours List

Council hosted a recognition event in July 2025 to celebrate two Maroondah residents acknowledged in The King's Birthday 2025 Honours List.

The Mayor presented Letters under Seal to Karen Milward and Wendy Rowe. Karen was appointed as a Member of the Order of Australia and Wendy received a Medal of the Order of Australia.

Australia Day 2026 Honours List

Council hosted a special event in early March 2026 to celebrate three Maroondah residents recognised in the Australia Day 2026 Honours List.

The Mayor presented Letters under Seal to Robert (Rob) James Edwards, Lionel Hastings Parrott, and the Reverend John Waldron Taylor, each of whom received the Medal of the Order of Australia (OAM). The honours recognise their dedication and significant contributions to the Maroondah community and the wider Australian community across a range of fields.

Our performance

Council's Integrated Planning and Reporting Framework enables the comprehensive monitoring and reporting of our performance. Measuring and reporting on the commitments made in the Council Plan is a key focus, as well as the tracking of our progress against the service performance indicators of the Local Government Performance Reporting Framework.



Aligned to the *Council Plan 2025-2029*, this section is structured around the five outcome areas of the Maroondah 2050 Community Vision. For each outcome area there is:

- **Our community's aspiration:** A statement describing our community's hopes for an outcome area.
- **Community profile indicators:** The latest results for the indicators that describe and monitor the state of the Maroondah municipality, and/or community as a whole, for an outcome area.
- **Our priority action progress:** A description of progress on the major initiatives that Council undertook in 2025/26 in working towards an outcome area.
- **Council performance indicators:** The 2025/26 results for the indicators that measure and monitor the performance of Council in delivering services that are aligned to an outcome area.
- **Our highlights and achievements:** Other notable activities, projects and achievements of Council in 2025/26 in working towards an outcome area.
- **Our services:** Core services that Council provides to the Maroondah community in an outcome area.

The section also discusses the opportunities and challenges for Council in 2025/26, as well as reporting on Council's performance against the service performance indicators of the Local Government Performance Reporting Framework (LGPRF), and the previous Victorian Local Government Indicators.

Left: Council's Community Services team members.

A healthy, inclusive and connected community

Our community's aspiration

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



Community profile indicators

39.4%
Residents reporting their health as very good or excellent[1]

73.2%
Residents reporting their satisfaction with life as high or very high[1]

34.2%
Residents with a long-term health condition[2]

20.4%
Residents reporting high or very high levels of psychological distress[1]

87.7%
Residents who believe multiculturalism makes life better[1]

16.4%
Residents who have experienced discrimination/been treated unfairly[1]

24.4%
Residents worried about running out of money to buy food[1]

1.9%
Private rental properties that are affordable[3]

81.9%
Residents who feel connected within the community[1]

22.0%
Residents experiencing loneliness[1]

14.8%
Residents who volunteer[2]

1. Victorian Population Health Survey 2023
2. ABS Census of Population and Housing 2021
3. Rental Report, Department of Families, Fairness and Housing September 2025

Left: Yeng Gali Mullum performing in Ringwood Town Square for Mullum Market, Reconciliation Week, May 2026.

Our priority action progress

Council has made the following progress in 2025/26 on the *Council Plan 2025-2029* priority actions for a healthy, inclusive and connected community.

Priority action	Status	Comment
Determine Council's role in positive ageing and support for Maroondah's older people.		A comprehensive review of Council's role in aged and disability services has been undertaken. Council will focus on supporting the capacity of local clubs and organisations to provide connection and engagement opportunities 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)[1]		The *Maroondah Liveability Wellbeing and Resilience Strategy 2021-2031* is Council's key social strategic plan. The 2025 update to the Strategy was adopted by Council in September 2025 to ensure its ongoing relevance and community impact. An implementation plan is under development.
Develop and implement Council's Reconciliation Plan.		The *Maroondah Reconciliation Plan 2026-2030* was adopted by Council in June 2026. Building on 16 years of established initiatives, the Plan leverages research, data and community consultation to deliver practical, locally focused outcomes. The Plan focuses on three key themes: history, art and culture; relationships, collaboration and partnership; and leadership, governance and economic participation.

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

 Complete

 In progress

Priority action	Status	Comment
Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct.		Construction has commenced on two new hubs as part of the Croydon Community Wellbeing Precinct project. A $43 million Cultural Hub is being built on the corner of Mt Dandenong Road and Civic Square. It will serve as a central gathering place, offering a range of services for the community including a library, performance and events space, meeting spaces and Council Service Centre. A $15 million Multipurpose Hub will replace Keystone Hall adjacent to the Town Park athletics track. It will be home to Croydon Bowls Club, the Croydon RSL and local sporting groups. Construction of both hubs will continue in 2026/27.
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.		The Croydon Community Wellbeing Precinct will bring together people from all walks of life. The Croydon Community Hub is now home to a range of early childhood, community assistance, senior, and youth services, including Croydon Central Kindergarten, Maroondah Community Assist, Meals on Wheels, and Council's Youth Services team and Maternal and Child Health service. These providers and organisations are collaborating to deliver services within the Hub. Planning is underway to establish services within the Cultural Hub including a proposed community services and wellbeing co-working space on level one that has received expressions of interest from a range of organisations.
Work in partnership with the Victorian Government to support the construction of a new hospital in Maroondah to ensure the location and construction maximises community benefit.		Council continues to work in partnership with the Victorian Government to support the construction of a new public hospital in Maroondah, ensuring its location and delivery maximise benefit to the community.

Priority action	Status	Comment
Design and construct the redevelopment of The Rings and Ringwood Golf (subject to funding).		Basketball in Maroondah has experienced strong growth, with Council's Stadium Sports Strategy identifying a priority need for additional compliant courts to meet the future regional demand. Concept plans have been prepared for the redevelopment of The Rings and Ringwood Golf. Subject to funding, the project incorporates an expansion of up to four additional courts, a new integrated golf facility on-site, and the rationalisation of the current golf facilities. Council is actively advocating for future funding opportunities to support this $60 million development.
Design and construct the Quambee Reserve tennis redevelopment.		Concept designs have been developed for a potential new regional tennis facility at Quambee Reserve to accommodate both the North Ringwood Tennis Club and the Parkwood Tennis Club. The next stages of this project involve site planning, detailed design works, community consultation, and exploring funding opportunities.
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.		The Victorian Government Best Start, Best Life reforms aim to provide access to free kinder for three- and four-year old children. To drive positive outcomes across Maroondah, Council is advocating for kindergarten developments on school sites and state government land, while seeking funding for new early years hubs on Council land and other strategic municipal sites. Council continues to support local providers in maximising the capacity and utilisation of existing facilities.

 Complete

 In progress

Council performance indicators

The *Council Plan 2025-2029* includes a range of Council performance indicators. Where further clarity is required beyond the title of the indicator a definition is provided in the Glossary section of this Annual Report.

Indicator	Target/ desired trend	2025/26	2024/25	2023/24	2022/23
Aquatic facility attendance (visits per head of population)	↑	10.99	10.80	11.02	9.43
Maternal and Child Health service participation (per cent of enrolled children)	↑	78.31%	75.82%	74.54%	75.16%
Enhanced Maternal and Child Health Program assistance (total number of hours provided)	Maintain	2173	2376	1998	1741
Youth programs and services attendance (total number of attendees)	Maintain	4045	3913	2807	3377
Delivered meals	Maintain	32,690	40,974	46,542	48,028
Library membership (per cent of population)	↑	43.67%	39.22%	34.89%	N/A
Community grants and assistance funding	Maintain	$232,832	$222,703	$228,457	$232,001
Community satisfaction with:					
• Recreational facilities	↑	76	76	76	78
• Family support services	↑	68	67	66	67
• Elderly support services	↑	63	65	65	63
• Disadvantaged support services	↑	60	61	62	57

Our highlights and achievements

In 2025/26, Council undertook a range of actions and activities to work towards a healthier, more inclusive and more connected community. Highlights from the past year include the following:

Working towards enhancing the health, wellbeing and resilience of the Maroondah community

Promoting community wellbeing

- Celebrated Mental Health Awareness Month in October 2025 by partnering with Communities of Wellbeing Inc., Eastland and Your Library to host the Growing Wellbeing Activity Day at Ringwood Town Square. Wellness Week activities were also rolled out at Aquanation and Aquahub, alongside a collaborative Better Sleep webinar delivered with Eastern Region Councils and Each.
- Partnered with the Rotary Club of Maroondah for the Lift the Lid Walk at Town Park in Croydon in September 2025, raising vital funds for mental health research.
- Promoted International Men's Health Week in June 2026 by hosting a dedicated Men's Health Forum at Croydon Community Hub and partnering with local community centres and neighbourhood houses to deliver a range of tailored workshops and events.
- Delivered a range of year-round programs that promote health and wellbeing, including the Mindful Walking program at Yarrunga Community Centre and the Pathways for Carers social walks.
- Collaborated with Eastern Region Councils for Dementia Action Week in September 2025 to provide free community workshops and presentations focused on practical strategies and meaningful connection.
- Maintained vital partnerships between Council's Maternal and Child Health service and key regional entities – including Each, Eastern Community Legal Centre, Mercy Health's O'Connell Family Centre, and Eastern Health's perinatal, infant, child and youth mental health services – to support the mental health and wellbeing of children and their families.
- Supported a new Community of Practice for First Nations mental health workers.
- Expanded the Maroondah Hoarding Network to include Knox, Yarra Ranges, Manningham and Whitehorse councils under the newly titled Hoarding Network East banner.

Promoting student and youth wellbeing

- Partnered with the Department of Education to deliver the Maroondah Positive Education Network across 32 local primary schools. The network achieved international recognition, hosting school principals from Singapore and Hong Kong, and showcasing Council expertise through keynote presentations at the Learning and Teaching Expo in Hong Kong in July 2025.
- Facilitated the Maroondah Youth Forum in October 2025, providing 37 local young people aged 10 to 25 with a platform to share their ideas on how Council can enhance wellbeing support for children and young people.
- Delivered the Maroondah Youth Wellbeing Advocates program, providing 16 young people with the opportunity to collaborate with Council, elevate youth voices, and build leadership capabilities.

Facilitating an active community

- Celebrated Aquanation's 10th anniversary in August 2025, marking the milestone with a family fun day, member fitness challenges, and specialised workshops.
- Expanded the Maroondah Leisure Corporate Membership program to enable employees of registered organisations, including emergency services personnel, to access a 30 per cent membership discount at Aquanation, Aquahub, and Croydon Memorial Pool.
- Welcomed more than 20,000 patrons to Maroondah's three aquatic facilities, marking one of the busiest summer seasons since 2020.
- Upgraded cardiovascular equipment at Aquanation and Aquahub, introducing integrated and accessible technology to enhance the member experience.
- Completed the $500,000 Hughes Park Pavilion redevelopment in June 2026, transforming the facility into a modern, inclusive sporting hub with new player changerooms aligned with AFL and Cricket Australia standards, and dedicated female-friendly facilities.
- Completed major lighting upgrades at Heathmont Parker Reserve and Heathmont Tennis Clubs, as well as court fencing upgrades and a new court irrigation system at Heathmont Tennis Club.
- Hosted Run Maroondah in October 2025 at HE Parker Reserve, which attracted 736 participants across distances ranging from a children's 1km dash to a 15km run.
- Staged the Maroondah Night Run in May 2026, which saw 762 participants, including 142 families, complete an illuminated 5km circuit through the fairways of Ringwood Golf Course.
- Delivered the Active Kids, Healthy Minds outdoor event at Town Park in Croydon in April 2026, attracting more than 900 attendees, with around 450 children completing the activity passport.
- Partnered with Team Sports 4 All to connect 119 children of all abilities, including children with disabilities and those from Indigenous backgrounds, to sports such as AFL, basketball and gymnastics.
- Streamlined booking and payment processes for local sporting clubs and user groups.

Boosting public and community health

- Delivered the immunisation program in line with the National Immunisation Program and the Immunisation Schedule Victoria. This included administering 537 Meningococcal B vaccinations, conducting nine public flu sessions, and running 13 workplace flu clinics. Additionally, the school-based vaccination program supported 11 secondary schools, administering 4715 vaccines to Year 7 and Year 10 students.
- Participated in a public health campaign to increase the uptake of the measles vaccine among adults, resulting in an additional 246 Measles-Mumps-Rubella (MMR) vaccines administered to eligible adults.
- Transitioned to Vitavo, an all-in-one immunisation management platform.
- Introduced new healthy food and drink options at The Rings and Maroondah Nets as part of the Promoting CHANGE initiative.

Working towards an inclusive Maroondah

Acknowledging and celebrating diversity

- Celebrated NAIDOC Week in July 2025 by hosting several events including Simone Thomson's *Marrup Biik – Spirit Land* installation at ArtSpace at Realm, Stacey Payten's *Gugubarra* exhibition at Maroondah Federation Estate, and a guided tour of Maroondah's Indigenous art in Ringwood.
- Recognised National Reconciliation Week in May 2026 by hosting the Mullum Market at Ringwood Town Square. Mullum Market was presented by Mullum Mullum Indigenous Gathering Place, in partnership with Maroondah City Council, Your Library, and Eastland.
- Acknowledged the achievements of 150 young people in the categories of leadership, creativity, perseverance and teamwork at the Maroondah Youth Awards, at Karralyka in November 2025.
- Hosted an International Women's Day Breakfast in March 2026 at Karrlyka, featuring guest speaker Leonie Bailey, President and Chair of Dress for Success Victoria.
- Marked IDAHOBIT by raising awareness of the ongoing work needed to address LGBTQIA+ discrimination.

Supporting community groups and organisations

- Distributed $199,937 through Council's 2025/26 Community Grants program to help 81 local organisations and groups deliver community-led activities that strengthen the Maroondah community with a focus on working with others, building local networks, and increasing local participation and inclusion.

Recognising our volunteers

- Recognised Council's 300 volunteers for their invaluable contributions at a recognition event at Karralyka in December 2025, and hosted a breakfast during National Volunteer Week in May 2026 to thank all community volunteers.

Promoting equity and inclusion

- Delivered free parenting workshops and webinars focused on childhood development, family wellbeing, and children's mental health and safety, alongside information sessions with Ambulance Victoria and the INFANT (Infant Feeding, Active play and Nutrition) program.
- Hosted the annual Kindergarten Information Night at Karralyka in February 2026, showcasing 66 funded kindergarten programs across the municipality to over 100 families.
- Fostered intergenerational connections between older residents and children from Maroondah Education and Care through the GenConnect program, and young adults who have Down syndrome (and their carers) through the Happy Days program.
- Launched the Schools Information Hub, a central resource connecting local educators and school leaders with Council-led programs, resources and information.
- Facilitated the vocational learning of 54 students through the Student Placement Program for secondary and tertiary students.
- Coordinated the Maroondah Movement and Positive Ageing Expo in October 2025, connecting over 280 older community members with local clubs and support services.
- Established the Positive Ageing Network, bringing together more than 30 seniors clubs, community groups and organisations to strengthen collaboration, share knowledge and enhance opportunities for older people across Maroondah.
- Prepared 32,690 nutritionally balanced meals from the Karralyka kitchen for 204 community members to support their health and independence, delivered by a dedicated team of 84 volunteers.
- Facilitated regular check-in calls to 209 residents on the Maroondah Seniors Register to support their welfare and wellbeing.
- Engaged with the community to develop a new Disability Action Plan.
- Hosted the Change Makers event at Karralyka in November 2025 for International Day of People with Disability, featuring an expert panel discussion on accessible public transport.
- Partnered with community organisations to deliver the National Disability Insurance Scheme (NDIS) Facts, Myths & Questions session in June 2026, supporting residents and carers to confidently navigate available support.
- Provided young people with disabilities meaningful work experience through the My Life, My Future program, a partnership between Maroondah Leisure and NADRASCA.
- Supported a partnership between Your Library and La Trobe Community Health Services to install an accessible computer station at Realm Library.
- Explored a Sensory Quiet Time trial at Aquahub to create a calmer facility environment with reduced noise and water features.
- Delivered specialised professional learning for Maroondah Leisure employees to better support neurodivergent participants in swim and gymnastics programs.
- Facilitated a swimming program for the Chin community at Aquahub between February and April 2026, supporting greater confidence and participation in aquatic environments.
- Supported culturally and linguistically diverse families to navigate the Australian early childhood system through programs including Kindergarten Outreach, supported playgroups, parent education, and Burmese Storytime and Play sessions.
- Joined Regional Local Government Homelessness and Social Housing Charter members during National Homelessness Week in August 2025 to deliver an essential services webinar and establish 2026 advocacy priorities for Homes First funding and enhanced renter protections.

Working towards a socially connected Maroondah

Hosting community events

- Hosted the annual Maroondah Festival in November 2025 at Town Park and Civic Square in Croydon, which attracted a record 260 community groups, businesses, and organisations, and over 25,000 festival-goers.
- Presented the annual Maroondah Carols in December 2025 at Town Park in Croydon, featuring festive performances and family entertainment, with the event culminating in a fireworks display.
- Delivered the Celebrate Maroondah summer event series, which featured two free movie screenings and activity days at Grayswood Reserve in Kilsyth South, and Barngeong Reserve in Croydon, alongside the popular Dogs Day Out at HE Parker Reserve in Heathmont.
- Hosted the Summer Sundays event series across Aquanation, Aquahub, and Croydon Memorial Pool between December 2025 and February 2026, with live DJs, pool inflatables, games and food trucks, alongside discounted entry.

Upgrading play and gathering spaces

- Delivered play and gathering space renewals at Croydon Park Z Space, Lipscombe Park, Croydon and Weiland Reserve, Heathmont, in addition to equipment upgrades at the parkour facility between the Croydon X and Y Spaces in Croydon Park.
- Progressed design works for future playspace renewals across Ringwood, Croydon North and Warranwood, while securing a $250,000 Victorian Government Pick My Park grant to upgrade the Mullum Mullum Reserve play and gathering space.

Creating social connection opportunities

- Celebrated Children's Week in October 2025 by hosting 14 free events for children aged 0 to 12 in partnership with Your Library and the Victorian Government.
- Delivered a range of year-round term and school holiday programs for children, encompassing sporting activities, creative arts, learn-to-swim classes, gymnastics, and library events at both Realm and Croydon.
- Facilitated the Dads Chat workshop series in partnership with Yarra Ranges Council for 103 fathers and male carers, exploring practical tools to foster deeper connections with their children and peers.
- Relocated Maroondah Youth Services to the Community Hub within the Croydon Community Wellbeing Precinct.
- Provided a range of youth services and sessions, including the 'Clubhouse' and 'Hangout' weekly drop-in initiatives for young people aged 8 to 12 and 12 to 25, and the 'Young Families Village' weekly peer support group for young parents aged 26 and under and their children.
- Supported a Garden Party at Glen Park Oaks Community Gardens in October 2025, providing a free barbecue, garden tours, and multi-generational activities to encourage community engagement.
- Celebrated the 50th anniversary of North Ringwood Community House with an open day in November 2025, featuring historical displays, live entertainment, family activities, and community tours showcasing the Ringwood Men's Shed and Maroondah Toy Library.



Summer Sundays at Croydon Memorial Pool.

Our services

Community health

- Immunisation service
- Food safety education and compliance
- Public health education
- Public health and wellbeing regulation
- Tobacco retailer and smoke and vape free area education and compliance
- Onsite wastewater systems management

Community wellbeing

- Community capacity building
- Community grants program
- Community houses support
- Community gardens support
- Community safety initiatives
- Croydon Community Wellbeing Precinct planning and coordination
- Disability action planning and implementation
- Disability and carer support and advocacy
- First Peoples reconciliation
- Gender equity advocacy
- Marginalised groups support and advocacy
- Mental health and wellbeing promotion
- Social connection
- Social research
- Social strategic planning and implementation (including public health and wellbeing)
- Social strategy and policy development
- Volunteering promotion

Golf and sportsfields

- Operations and management of two golf courses
  - Ringwood Golf
  - Dorset Golf
- Sportsfield and leisure facility grounds maintenance and enhancement

Leisure and aquatics facilities

- Operations 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.

Libraries (managed 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
- Laptop loans
- Genealogy programs
- Wi-Fi
- Social connection
- Dementia library resources
- Digital literacy

Maternal and child health

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

Positive ageing

- 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

Sport, recreation, open space and events

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

Stadiums

- Operations and management of three stadiums
  - The Rings
  - Maroondah Nets
  - Maroondah Edge

  These facilities offer cricket, basketball, netball, volleyball, pickleball, and other sports.

Youth and children's services

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



A safe and liveable community

Our community's aspiration

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



Community profile indicators

Offence rate (per 100,000 residents)[1]

7497

Criminal incident rate (per 100,000 residents)[1]

5648

Family incident rate (per 100,000 residents)[1]

1185

Population density (residents per km^2)[2]

1959

Liveability rating[3]

99

Average distance to closest activity centre[3]

1275m

88.2%

Dwellings within 400 metres of public open space[3]

90.2%

Dwellings that are within 200 metres of a bicycle facility and/or 400 metres of a bus stop and/or 800 metres of a train station[4]

71.0%

Resident journeys using motor vehicles[5]

28.1%

Resident journeys using sustainable transport[5]

Left: Ringwood Activity Centre car park, Ringwood.

1. Crime Statistics Agency March 2026
2. id (informed decisions)
3. Australian Urban Observatory 2024
4. Internal data 2026
5. Victorian Integrated Survey of Travel and Activity (VISTA) 2024/25

Our priority action progress

Council has made the following progress in 2025/26 on the *Council Plan 2025-2029* priority actions for a safe and liveable community.

Priority actions	Status	Comment
Construct the Ringwood Activity Centre Carpark		Council opened the new car park at 1 Bedford Road in November 2025, delivering 300-plus spaces to improve access to Ringwood Metropolitan Activity Centre transport and retail hubs. The $33.2 million project was jointly funded by the Australian Government ($29.7 million) and Council ($3.5 million).
Develop and implement a liveable neighbourhoods strategy		Council commenced drafting a new Liveable Neighbourhoods Strategy. The Strategy responds to the Victorian Government's *Plan for Victoria* which focuses on delivering affordable, accessible housing choices close to essential services and sets housing targets for every local government area across Victoria.
Work in partnership with the Victorian Government to implement the objectives of Victoria's Housing Statement for the Ringwood Metropolitan Activity Centre		Ringwood is one of 10 activity centres in the Victorian Government's Activity Centre Pilot Program. In April 2025, new controls were gazetted to implement the updated Ringwood Activity Centre Masterplan, introducing the new Housing Choice and Transport Zone (HCTZ). Council continues to support development within Ringwood, particularly on key strategic sites.
Undertake staged enhancements of the Ringwood Metropolitan Activity Centre including: • Maroondah Highway Boulevard (subject to funding) • Staley Gardens (subject to funding)		Objectives of the Maroondah Planning Scheme seek to improve the boulevard character of Maroondah Highway. Council has prepared concept design plans and preliminary costing options for future advocacy between the Ringwood Bypass and New Street. Progression of enhancements to Staley Gardens remains subject to residential development triggers to support public amenity.

 Complete

 In progress

Priority actions	Status	Comment
Develop and implement masterplans for the Croydon and Ringwood East activity centres		In July 2025, Council adopted the new *Croydon Activity Centre Structure Plan* to guide the development and future of Croydon over the next 15 to 20 years. The Plan supports population growth with well-planned opportunities for employment, education, housing, transport, physical environment and amenity. Additionally, work on a new structure plan for Ringwood East commenced in June 2026, with community consultation to occur as part of the project.
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		Supported by $1.356 million from the Australian Government's Black Spot Program, traffic safety and signal works are progressing at the Ringwood East intersection. The upgrade of Holloway Road between Yarra Road and Lyons Road is scheduled to commence in late 2026, with community engagement now complete and detailed designs being finalised. Road reconstruction work at Glenvale Road will be undertaken in future years.
Implement technological advancements for car parking management within Maroondah		Council continues to trial parking management technologies in the Ringwood Metropolitan Activity Centre to improve service levels and support businesses by promoting parking space turnover.

Priority actions	Status	Comment
Undertake footpath construction in the Principal Pedestrian Network and progress the renewal of the Mullum Mullum Creek shared trail		Council constructed 3.5km of footpaths across the Principal Pedestrian Network, including Lincoln Road and Mt Dandenong Road (Croydon); Milton Street, Pleasant Drive and Waterloo Street (Heathmont); Fyfe Avenue (Ringwood); Kubba Road, Kubis Drive, Oban Road, and Werac Drive (Ringwood North); and Heatherdale Road (Vermont). Renewal works on the Mullum Mullum Creek shared trail are scheduled for future years, spanning the sections from Marilyn Crescent to Kalinda Road, and Kalinda Road to Highland Crescent.
Advocate to the Australian and Victorian Governments for the provision of new and upgraded transportation infrastructure in Maroondah		Council continued to advocate for local transport needs through regular briefing sessions on key projects with State and Federal Members of Parliament. This successful advocacy secured a $3.5 million Victorian Government commitment for planning and business case development to improve Kent Avenue and the Maroondah Highway/Yarra Road intersection, with initial planning on track for completion in 2027 following early 2026 community consultations.

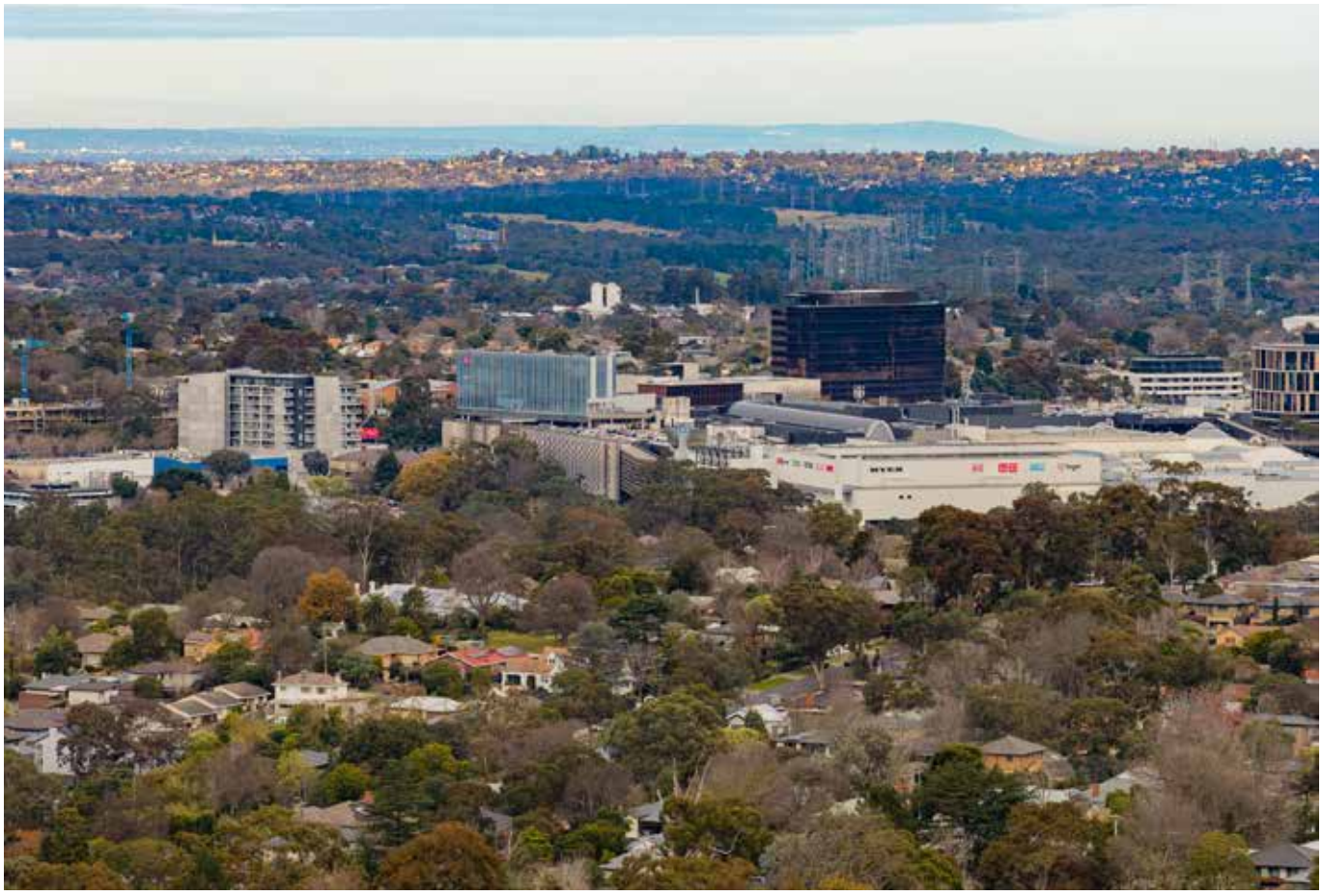
 Complete

 In progress

Council performance indicators

The *Council Plan 2025-2029* includes a range of Council performance indicators. Where further clarity is required beyond the title of the indicator a definition is provided in the Glossary section of this Annual Report.

Indicator	Target/ desired trend	2025/26	2024/25	2023/24	2022/23
Pavement condition index (Council-owned roads and footpaths)	6 to 8	8.6	7.7	8.2	7.1
Annual footpath construction	Maintain	3.5km	3.8km	3.0km	4.5km
Planning applications assessed within statutory timeframes	≥ 80%	83.99%	85.83%	75.67%	73.99%
Asset renewal and upgrade	40% to 130%	96.12%	92.11%	95.39%	139.24%
Community satisfaction with:					
• Appearance of public areas	↑	71	68	69	71
• Council's general town planning policy	↑	57	57	58	56
• Local streets and footpaths	↑	59	55	56	59



Ringwood Metropolitan Activity Centre.

Our highlights and achievements

In 2025/26, Council undertook a range of actions and activities to work towards a safer and more liveable community. Highlights from the past year include the following:

Working towards a safer Maroondah

Facilitating child safety

- Partnered with neighbouring councils and Body Safety Australia to deliver child consent and personal safety online workshops for parents during National Child Protection Week in September 2025.
- Sought community feedback as part of review of Council's Child Safety and Wellbeing Policy, ensuring it reflects community needs.

Providing safe settings for leisure and recreation

- Operated extended lighting at Town Park athletics track in Croydon from June to October 2025 to provide a safe, well-lit environment for night exercise.
- Achieved Platinum Pool status from Life Saving Victoria at Aquanation for the fifth consecutive year – the highest safety accreditation for Victorian aquatic facilities.

Advocating and facilitating the prevention of social harms

- Participated in the statewide 16 Days of Activism against Gender-Based Violence campaign in November and December 2025, displaying billboards and digital signage to promote equality, and partnered with neighbouring councils to host a youth webinar on healthy relationships.
- Developed and adopted the *Gambling Harm Prevention and Minimisation Policy* in June 2026 following community consultation, establishing clear guidelines to prevent and reduce gambling-related social, health and economic harms.
- Drafted the *Maroondah Tobacco and E-Cigarette Policy* in consultation with the community to improve public health by reducing second-hand smoke exposure and discouraging e-cigarette uptake.

Facilitating domestic animal safety

- Adopted the *Domestic Animal Management Plan 2026-2029* in October 2025, establishing a strategic framework for responsible pet ownership, animal registration compliance, business management, and public safety.

Promoting and facilitating road safety

- Supported 15 young people aged 16 to 21 to obtain the 120 hours of supervised driving experience required to graduate from a learner's permit to a probationary licence through the Maroondah TAC L2P program.
- Partnered to deliver road safety, active transport, and public transport education initiatives, including National Road Safety Week, Ready2Ride, and the Wiser Driver program.
- Completed additional lighting at the Golf Links Estate in Croydon, improving night safety while preserving the historic character of the Estate.
- Assessed 41 school crossings across Maroondah under the School Crossing Risk Assessment Framework, in partnership with the Department of Transport and Planning.
- Installed a new school crossing on Kalinda Road to address community feedback regarding pedestrian safety and traffic congestion around Yarra Valley Grammar School.
- Acknowledged a record 15 Maroondah School Crossing Supervisors nominated by the community for the School Crossing Victoria Supervisor of the Year Awards.



Town Park athletics track, Croydon.

Working towards enhancing liveability in Maroondah

Enhancing local centres and open spaces

- Finalised the design for the $15 million Croydon Main Street Revitalisation, ensuring seamless connectivity between the new Croydon Transport Hub and the broader Croydon Community Wellbeing Precinct.
- Completed upgrades at Norwood Reserve in Ringwood, including a new loop walking trail, yarning circle, native landscaping, improved parking, and stormwater infrastructure.
- Installed new historical signage at Cheong Park in Croydon to complement the existing community yarning circle.
- Undertook essential maintenance, including re-mulching and ground surfacing, at Eastfield Dog Park in Croydon South and Parkwood Dog Park in Ringwood North.
- Sought community feedback to inform the development of the Heathmont Village Reserve Enhancement Plan.

Undertaking road improvement works

- Completed road reconstruction works on Victoria Avenue in Ringwood East in August 2025, including intersection realignment with Railway Avenue and stormwater upgrades.
- Completed road improvement works on Ainslie Park Avenue in Croydon in November 2025 to address pavement deterioration and create modernised infrastructure and high-capacity stormwater drainage.
- Delivered road and pedestrian safety upgrades within the Mullum Mullum Road school zone in Ringwood to formalise traffic lanes and relocate the school crossing.
- Commenced essential road renewal and drainage infrastructure works on Heywood Street, between Barkly Street and Sylvia Grove in Ringwood.
- Supported the Victorian Government's upgrade of Canterbury Road in Heathmont, between Waterloo Street and Sunset Drive, including the installation of signalised crossings and side-street access improvements.
- Secured $509,000 from the Australian Government's 2026/27 Black Spot Program for safety improvement works on Ringwood Street in Ringwood, north of the Ringwood Bypass.

Enhancing walking and cycling infrastructure

- Commenced construction of a new Victorian Government-funded off-road bicycle path along Bedford Road in Ringwood, between Warrandyte Road and Rosewarne Lane, connecting local schools, key cycling routes, and the Ringwood Metropolitan Activity Centre.
- Advocated for a new shared user path as part of Melbourne Water's 4.5km water main upgrade between Kilsyth and Croydon, linking the Tarralla Creek wetlands and the Carrum to Warburton trail to Bayswater Road in Croydon.
- Partnered with Victoria Walks to upgrade walking maps on Council's website, delivering clearer information on path accessibility, gradients and amenities.
- Reviewed the Principal Pedestrian Network with the community to assist in prioritising future pedestrian infrastructure improvements.
- Drafted a 10-year Bicycle Network Plan in partnership with the community to complement the Principal Pedestrian Network and establish a comprehensive active transport network across Maroondah.

Supporting community groups and organisations

- Distributed $190,300 across 13 local organisations and groups through the Capital Funding for Community Groups program to help deliver facility upgrades and amenities for local sporting clubs and preschools.



Footpath construction on Fyfe Avenue, Ringwood.

Our services

Asset management

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

Asset projects and facilities

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

Building services

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

Built environment

- Construction and maintenance of Council's roads, footpaths, and drainage infrastructure
- Council fleet maintenance and management
- Drain and drainage pit clearing
- Earthworks and excavations
- Graffiti removal
- Rubbish removal
- Cleansing
- Public toilet and BBQ cleaning
- Line marking
- Signage
- Street furniture
- Street sweeping
- Emergency/after-hours call outs

Development engineering and asset protection

- Council asset protection
- Infrastructure/building site inspections/compliance
- Engineering customer service and administration

Engineering projects and drainage

- Drainage, stormwater and flood management and strategic planning
- Engineering development plan approvals
- Capital Works Renewal Program development and delivery
- Capital Works Program coordination and delivery (engineering component)

Local laws

- Animal education and compliance
- Parking compliance
- Prosecutions and infringements review
- Safety and amenity education and compliance
- School crossing management
- After hours service

Statutory planning

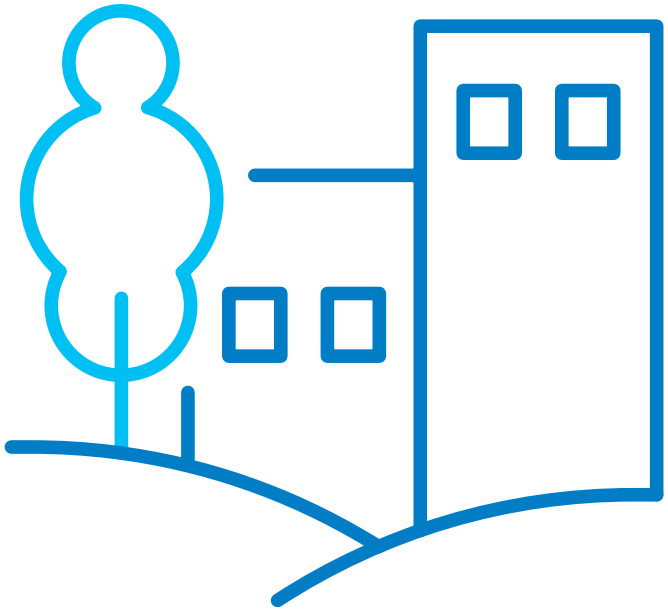
- Statutory planning applications
- Subdivisions and certifications
- Environmental planning applications and landscape assessments
- Planning compliance
- Planning customer service and administration
- Planning and appeals attendance
- Building regulation siting and front fence report and consent applications

Strategic planning

- 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

Traffic and transport engineering

- Traffic and transportation planning
- Traffic Capital Works Program planning and coordination
- Road safety investigations
- Strategic transport improvement advocacy and project development
- Temporary traffic management application assessments



A green and sustainable community

Our community's aspiration

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



Community profile indicators

Total area of natural habitat[1]

619 hectares

Municipal greenhouse gas emissions[2]

1,000,600 tonnes CO_2-e



32.5%

Tree canopy cover[1]

Community participation

Friend groups helping Council maintain Maroondah's bushland[3]

38

Total hours provided by volunteers at Friend group working bees[3]

2718

Community members attending National Tree Day event[1]

200

Community members recording nature observations[4]

544

Waste education participants[3]

1987

Left: National Tree Day at JW Manson Reserve, Wantirna.

1. Internal data 2025
2. Climate Snapshot 2023/24
3. Internal data 2026
4. iNaturalistAU Nature in Maroondah project June 2026

Our priority action progress

Council has made the following progress in 2025/26 on the *Council Plan 2025-2029* priority actions for a green and sustainable community.

Priority actions	Status	Comment
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		Council continued joint advocacy to delay mandatory glass-only bin services and expand the Container Deposit Scheme (CDS). Key efforts included successful motions at the Municipal Association of Victoria and Australian Local Government Association assemblies, engaging directly with Victorian Ministers, and partnering in a 35-council coalition that surveyed 25,000 Victorians, with findings demonstrating strong opposition to a glass-only bin and clear support for expanding the CDS to include wine and spirit bottles.
Implement Council's *Sustainability Strategy 2022-2031*, including the development of a Climate Adaptation Plan		The *Sustainability Strategy 2022–2031* is Council's key strategic plan for achieving an environmentally, socially and economically sustainable Maroondah. Complementing this, the *Climate Adaptation Plan 2026–2031* was adopted in April 2026 following extensive community engagement. The Plan guides efforts to strengthen Council's operations against climate impacts, reduce greenhouse gas emissions, and support the community to also take action. Council continues to monitor and report on its emissions, while continuously improving data collection processes to ensure the highest possible accuracy.

 Complete

 In progress

Priority actions	Status	Comment
Review, update and implement Council's *Waste, Litter and Resource Recovery Strategy 2020-2030*		Council continued to implement its *Waste, Litter and Resource Recovery Strategy 2020-2030* while delivering an effective three-bin kerbside collection service. At a state level, Council maintained a leading advocacy role regarding proposed Victorian Government kerbside reforms, including the costs and benefits of a glass-only bin service. Community capability was strengthened through targeted waste education covering recycling, composting, plastic reduction, reuseable nappies, and school-based awareness. Looking ahead, Council is progressing the alignment of the draft Victorian Waste Service Standards – including bin lid transitions and an updated charge structure – with implementation of these activities remaining a primary focus across 2026 and 2027.
Develop and implement a series of Biolink Action Plans that implement the Maroondah Habitat Connectivity Study		Following the formal adoption of the inaugural *Mullum Mullum Creek Biolink Action Plan 2025-2035* in December 2024, Council successfully secured more than $180,000 in Victorian Government funding to deliver a collaborative habitat creation project. Partnering with Manningham and Whitehorse councils, alongside Parks Victoria, this initiative spans 11 sites to deliver extensive revegetation, a new wetland, open habitats for reptiles and amphibians, and artificial hollows for the Powerful Owl. Expanding on this strategic framework, Council has also undertaken community engagement to develop a second Biolink Action Plan for the Dandenong, Tarralla and Bungalook Creeks.

Priority actions	Status	Comment
Work in partnership to undertake staged implementation of the Reimagining Tarralla Creek project		Council continues to collaborate with Melbourne Water to progress the Reimagining Tarralla Creek project, a multi-stage initiative spanning nearly two kilometres from Dorset Road to Eastfield Road in Croydon. Following the successful completion of Stage 1 in 2022, preparation for the Stage 2 works between Vinter Avenue and Eastfield Road has commenced. This next phase will naturalise 886m of underground stormwater infrastructure, upgrade the shared user path, construct informal creek crossings, and establish extensive native landscaping. Community feedback on Stage 2 designs concluded in April 2026, with construction scheduled for early 2027.
Undertake flood mitigation works at: • San Remo Road, Ringwood North • Possum Lane, Heathmont • Erica Crescent, Heathmont		Development of designs for flood mitigation projects has commenced. Works at San Remo Road in Ringwood North are programmed for delivery in 2026/27, while works at Erica Crescent and Possum Lane in Heathmont are scheduled for delivery in 2027/28.
Implement Council's annual streetscape enhancement program		To maintain Maroondah's vibrant tree canopy, Council plants thousands of new street trees annually. During the 2026 planting season (May to October) over 1500 new street trees will be added across the municipality. Council continues to deliver the Schools First Street Tree Planting Program, planting shade trees along school travel routes to cool local neighbourhoods. This year's priority areas included Croydon Special Development School, Ruskin Park Primary School, Swinburne University, Tintern Grammar, Tinternvale Primary School, Urban College Croydon, and Bayswater North Primary School.

 Complete

 In progress

Council performance indicators

The *Council Plan 2025-2029* includes a range of Council performance indicators. Where further clarity is required beyond the title of the indicator a definition is provided in the Glossary section of this Annual Report.

Indicator	Target/ desired trend	2025/26	2024/25	2023/24	2022/23
Annual tree planting					
• Bushland	Maintain	46,800	38,800	42,400	38,440
• Street trees	Maintain	1500	1700	2000	2000
• Park trees	Maintain	780	560	540	540
Community members recording nature observations	↑	544	533	402	363
Environmental volunteers (total number of hours volunteered)	Maintain	2718	2693	2050	1721
Council renewable energy usage	Maintain	100%	100%	100%	100%
Council greenhouse gas emissions (total tonnes CO_2-e)	↓	8414[1]	7801	7575	6691
Waste diverted from landfill	↑	57.19%	57.52%	59.30%	56.22%
Community satisfaction with:					
• Waste management	↑	77	74	73	72
• Environmental sustainability	↑	68	67	67	63

[1] Increase in emissions mainly due to the inclusion of additional emissions categories and improved data quality.



Community engagement for the Climate Adaptation Plan at Cafe Consult, Maroondah Festival, Croydon.

Our highlights and achievements

In 2025/26, Council has undertaken a range of actions and activities to work towards a greener and more sustainable community. Highlights from the past year include the following.

Working towards enhancing Maroondah's green natural environment

Encouraging nature participation

- Hosted a National Tree Day event in July 2025 at JW Manson Reserve with over 200 community members, Council employees and the First Friends of Dandenong Creek joining together to plant 4000 trees and native plants.
- Engaged Maroondah residents in two four-day global citizen science community events, the 2025 Great Southern Bioblitz and the 2026 City Nature Challenge, recording over 1500 total observations across 605 individual species counts to track and protect local biodiversity.
- Partnered with Your Library during the annual Nature Play Week to host an educational Nature Play Day at Cheong Park in April 2026 for over 150 attendees.

Managing onsite wastewater

- Endorsed the *Onsite Wastewater Management Strategy 2025-2030* in September 2025 following targeted stakeholder engagement to safeguard public health, protect the environment, and promote municipal best practice.

Protecting and enhancing the natural environment

- Undertook cyclical bushland maintenance, weed control and revegetation works to conserve biodiversity across local bushland reserves.
- Delivered cyclical garden bed maintenance and refurbishment across Maroondah, planting 8750 shrubs, grasses and groundcovers, 3800 annual flowers, and 780 trees.
- Completed landscape improvement works across multiple sites, focusing on the clearing of dead trees and storm debris.
- Partnered with the Friends of Walhalla and Hume Reserves in Ringwood East to establish indigenous plants at Hume Reserve and support 30 local families caring for seven garden cells at Walhalla Reserve.
- Restored the revegetation zone along Tarralla Creek at Eastfield Park in Croydon, transforming the space into a natural resource for the Bush Kinder program and outdoor events.
- Launched a tree banding pilot program at the former Melba College Bushland site in Croydon to protect local Stringybark Eucalyptus from canopy dieback caused by ringtail possum over-grazing.
- Continued the seed farming program to safeguard rare or declining indigenous plant species.
- Completed essential desilting, rock stabilisation, and waterway reconstruction works across Kardinia Creek and the Jumping Creek junction within Warranwood Reserve, and McAlpin Reserve Pond.



Seed farming of endangered native small grass species, Porphyry Wallaby-grass.

Working towards a sustainable Maroondah

Reducing waste and promoting a circular economy

- Delivered free waste education initiatives, including 82 workshops, webinars, and school presentations, reaching 1987 participants.
- Hosted the second annual Plastic Free July Discovery Day at Realm, featuring a mini-market and hands-on activities, alongside a month-long series of workshops and displays.
- Ran a series of Follow Your FOGO tours to the Bio Gro facility in Dandenong South, educating residents on organic waste processing and soil conversion.
- Launched Council's redeveloped School Waste Program in September 2025, providing curriculum-aligned resource kits and staff professional development.
- Delivered targeted waste education sessions across 10 Council-run kindergartens.
- Partnered with Sustainability Victoria to deliver the Detox Your Home event in November 2025, enabling residents to safely dispose of household chemicals.
- Hosted two e-waste collection days in October 2025 and May 2026, diverting over 40 tonnes of hard-to-recycle materials from landfill.
- Recognised International Compost Awareness Week in May 2026 through educational workshops, Follow Your FOGO tours, and a home composting display at Realm.
- Observed National Recycling Week in November 2025 by developing custom recycling-themed trivia games for primary and secondary school students.
- Installed 25 Container Deposit Scheme baskets on public bins to support container recycling and refund accessibility.
- Conducted a recycling and FOGO bin inspection program across 7297 households, assessing 12,719 bins and issuing waste education letters to 1309 homes.
- Ran a safe battery disposal awareness campaign in August 2025 utilising social media, civic display screens, and corporate publications.

Reducing resource consumption and carbon emissions

- Assisted 125 local businesses to lower energy costs and emissions by facilitating access to subsidised energy-efficient upgrades through the Energy Savers program.
- Supported households and businesses to transition to renewable energy and sustainable appliances through the Solar Savers program.
- Partnered with Knox and Yarra Ranges councils to expand the My Energy and Water Saver Kits initiative to 22 kits through the Your Library network.
- Installed solar-powered LED lighting systems at Parkwood Dog Park, Dandenong Creek pedestrian bridge, HE Parker Reserve, The Nets, and Hughes Park to improve community safety.
- Upgraded Council facilities with solar photovoltaic systems, high-efficiency heating and cooling, and energy-efficient lightning to reduce operational emissions.
- Utilised advanced utility management software to monitor municipal energy and water consumption, track expenditure, and rectify performance anomalies.
- Sourced 100 per cent recycled water for Council's municipal tree-watering program through continued participation in Yarra Valley Water's Recycled Water Carting Program.

Continuing to partner and collaborate

- Maintained membership of the Eastern Alliance for Greenhouse Action to deliver regional emissions reduction initiatives, including partnering on six major advocacy submissions.
- Supported the Eastern Alliance for Sustainable Learning to deliver community health, wellbeing, and environmental sustainability programs such as ResourceSmart Schools.
- Leveraged Council's membership in the Victorian Energy Collaboration to source 100 per cent renewable electricity from local wind farms alongside 61 other Victorian councils, significantly reducing operational emissions.

Mitigating flooding

- Partnered with Melbourne Water to update municipal flood modelling, incorporating completed mitigation works and updated technical guidelines, while notifying affected property owners of changes.
- Installed new stormwater drainage infrastructure on Mullum Mullum Road near Mullum Primary School to reduce local flood risk.



Container Deposit Scheme basket at Bedford Road Shopping Centre, Ringwood East.

Our services

Bushland management

- Bushland maintenance and weed control
- Fire hazard clearance
- Flora and fauna conservation
- Friend/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

Parks and open space

- Landscaped area maintenance
- Irrigation systems
- Marveloo use 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 (including strategic re-planting)
- Weed and litter control in parks
- Minor landscape projects for new gardens and the garden refurbishment program

Sustainability

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

Tree maintenance

- Powerline clearance management
- Storm damage remedial work
- Tree inspections
- Tree maintenance and management
- Tree planting and street tree renewal
- Tree data capture

Waste management

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





Home composting display at Realm.

A vibrant and prosperous community

Our community's aspiration

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



Community profile indicators

Maroondah businesses[1]

10,106

Maroondah jobs[2]

48,697

Median weekly household income[2]

$1866

Value non-residential building approvals[4]

$160.6M

Economic output[3]

$21.9B



59.3%

Residents with university, diploma or trade qualifications[2]



26.5%

Residents working in local jobs[2]

1. ABS Counts of Australian Businesses June 2025
2. ABS Census of Population and Housing 2021
3. REMPLAN Maroondah LGA (2025 R2)
4. ABS Building Approvals 2026

Left: Creative experiences for children event, Wyreena Community Arts Centre, Croydon.

Our priority action progress

Council has made the following progress in 2025/26 on the *Council Plan 2025-2029* priority actions for a vibrant and prosperous community.

Priority actions	Status	Comment
Develop and implement Council's Creative Maroondah Strategy		In April 2026, Council adopted the *Creative Maroondah Strategy 2026-2030*, developed through extensive community consultation and best practice policy. Succeeding the former Arts and Cultural Strategy, this new framework is built around six key outcome areas: Creative People, Creative Places, Creative Programs, Creative Industry, Creative Partnerships, and Creative Communications. The Strategy provides a clear roadmap to enhance Council's role as provider, partner, and supporter of local creative development while demonstrating a commitment to investing in our community's creative services, spaces and programs.
Undertake the staged redevelopment of Karralyka (subject to funding)		Owned and managed by Council, Karralyka is a premier regional arts facility hosting live theatre, corporate events, social functions and exhibitions. To ensure the venue continues to meet community needs, staged redevelopment works will progress over coming years in line with the 10-year capital works program. Future external funding will assist in accelerating these asset renewal works.
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		The Bayswater Business Precinct generates more than 33,000 jobs across 5000 businesses. Spanning Maroondah, Knox and Yarra Ranges, the three councils partner to manage and promote the Precinct. The *Bayswater Business Precinct Transformation Strategy* drives local business growth and competitiveness. To support this transformation and guide future planning, a Bayswater Business Precinct Structure Plan is being developed. Significant progress was made during 2025/26, with stakeholder engagement on the draft Plan scheduled for late 2026 prior to adoption by each council.

 Complete

 In progress

Priority actions	Status	Comment
Identify and facilitate co-working opportunities and spaces in Maroondah		Delivered by Council, BizHub Coworking is a modern coworking space located at Realm in Ringwood. It offers flexible, open plan workspaces designed for entrepreneurs, sole traders and small teams who want a professional and a productive place to work. BizHub Coworking helps members connect with others, develop their ideas and grow their business. Members can also access business mentoring, professional development workshops and networking opportunities. The current service offering is being reviewed to identify opportunities to deliver an enhanced offering for local businesses.
Work in partnership to explore, plan and implement a regional women in business program		Maroondah is working with four regional councils (Knox, Manningham, Whitehorse, and Yarra Ranges) through the Melbourne Eastern Regional Economic Development Group to explore a women in business program. An initial scoping review of each council's current offerings has been undertaken, with existing programs to continue while a regional approach is explored.
Work in partnership to explore, plan and implement a regional business award program		The Maroondah Business Excellence Awards are the recognised benchmark across the Eastern Metropolitan Region, delivering a comprehensive model for business recognition and high stakeholder engagement. Neighbouring councils are considering their own independent awards programs in place of a regional model.

Council performance indicators

The *Council Plan 2025-2029* includes a range of Council performance indicators. Where further clarity is required beyond the title of the indicator a definition is provided in the Glossary section of this Annual Report.

Indicator	Target/ desired trend	2025/26	2024/25	2023/24	2022/23
Creative places and precincts (Council-owned) attendance					
• Total visits	↑	620,462	732,688	765,143	712,385
• Visits per head of municipal population	↑	5.16	6.14	6.52	6.16
Karralyka attendance (total number of attendees)	↑	98,212	91,323	80,545	54,687
Artists and creative groups supported to present their work	↑	777[1]	200	182	248
Businesses engaged in support programs and business networks	↑	4324	N/A[2]	N/A[2]	N/A[2]
Satisfaction with business support programs	↑	98.00%	98.00%	90.00%	98.54%
Perceived value of BizMonth activity participation	↑	98.00%	N/A[2]	N/A[2]	N/A[2]
Perceived value of BizHub coworking participation	↑	85.00%	N/A[2]	N/A[2]	N/A[2]
Community satisfaction with:					
• Arts centres and libraries	↑	78	77	78	78
• Community and cultural activities	↑	71	72	71	69
• Business/community development/ tourism	↑	61	59	60	61

[1] Change of methodology in 2025/26.
[2] New indicator in 2025/26.



Women in Business: Inspire & Connect! 2025.

Our highlights and achievements

In 2025/26, Council undertook a range of actions and activities to work towards a more vibrant and prosperous community. Highlights from the past year include the following:

Working towards a vibrant Maroondah

Creating vibrant creative places

- Delivered 198 performances at Karralyka, selling more than 57,000 tickets and utilising the theatre for 256 days of performances, rehearsals and pre-production activities.
- Supported community participation at Karralyka by hosting 165 hirer performances, with 59 per cent delivered by local schools, dance schools and community groups, alongside 220 functions and events.
- Launched the 2026 Karralyka Theatre Season, attracting more than 400 guests and showcasing a diverse program of 47 music, circus and theatre performances.
- Commenced a $1.3 million Council-funded renewal of the Wyreena Conservatory to build a new, energy-efficient glass structure that will serve as a versatile café and community hub.
- Attracted over 56,533 visitors to the Wyreena Community Arts Centre, including 187 children and adult classes and workshops, in addition to community events, markets and local heritage tours.
- Hosted a diverse range of community events at the Wyreena Community Arts Centre, including Arts Lounge exhibitions, Music Cafe events, Wyreena Makers Market, and a sold-out outdoor theatre season of *A Midsummer Night's Dream* which attracted 400 attendees.
- Housed 44 creative tenants and casual community hirers at the Wyreena Community Arts Centre, supporting local businesses, creative enterprises, and community broadcaster Radio Eastern FM.
- Attracted over 127,647 visitors and hosted 2735 community, cultural and arts events at Maroondah Federation Estate.
- Welcomed over 11,288 people to 13 diverse exhibitions at the Maroondah Federation Estate Gallery, showcasing a wide range of local and contemporary artists.

Curating arts and cultural exhibitions and experiences

- Hosted the milestone 30th Mayoral Art Exhibition featuring a record 200 artworks across multiple mediums, with over 300 people attending the exhibition launch and six pieces acquired for Council's Art Collection.
- Reinstated the prestigious R & M McGivern Art Prize, launching a national call for entries for the 2026/27 exhibition which features two $25,000 prizes and a winning acquisition for Council's Art Collection.
- Partnered with VicHealth to deliver the *Imagine: Creative experiences for children* program, engaging 316 local children across 23 creative workshops and events at Realm and Wyreena Community Arts Centre.
- Collaborated with Public Art Galleries Victoria and 10 regional galleries to launch 'Analog Art Club', a statewide initiative promoting real-world connection through art.
- Launched public expressions of interest for two major public art commissions to be delivered at Maroondah Federation Estate and Croydon Main Street in 2026/27.

Celebrating First Peoples arts and culture

- Delivered a diverse program of exhibitions led by First Peoples artists across ArtSpace at Realm and the Maroondah Federation Estate Gallery, showcasing local and national Indigenous stories, history, and contemporary art.

Supporting the local creative sector

- Invested $26,700 into seven creative projects through the 2025/26 Arts and Cultural Grants program funding diverse community-led initiatives including public art, local exhibitions and musical performances.
- Engaged a new cohort of eight young creatives for the Arts Activators program, hosting monthly development sessions to design creative projects and activate local municipal venues.
- Delivered tailored professional development, networking and skill-building opportunities to the local creative sector through the Maroondah Arts Collective, which hosted 10 events attracting 211 attendees while growing its online community to 686 people.
- Collaborated with seven regional Victorian councils to deliver a multi-part Public Art Professional Development webinar series, attracting approximately 80 participants.



Power of Print exhibition, ArtSpace Realm, Ringwood.

Working towards a prosperous Maroondah

Upgrading local shopping centres

- Completed a significant upgrade of the Burnt Bridge Shopping Centre in Croydon, delivering car park improvements, extensive landscaping and new feature trees, renewed footpaths, and fresh line marking.

Supporting women in business

- Partnered with Eastland to host the Women in Business: Inspire & Connect! 2025 event, featuring expert keynote presentations and a panel of local business leaders discussing modern commercial strategies.

Supporting and celebrating local businesses

- Delivered the Maroondah BizMonth program in May 2026, supporting and celebrating the local business community through a series of 15 events, workshops and mentoring sessions.
- Launched a redesigned, user-friendly BizHub website to improve digital navigation and access to municipal business support.
- Coordinated the Maroondah Business Excellence Awards 2025, attracting nearly 300 nominations and shortlisting 40 finalists, with winners celebrated at a gala event at Karralyka.
- Provided ongoing tailored assistance, mentorship and training opportunities to local operators through BizHub Maroondah to strengthen business capability and resilience.
- Guided emerging entrepreneurs and start-ups through the Business Concierge service, providing targeted support to help new operators navigate the commercial permit process.

Supporting business precincts and groups

- Upgraded the Bayswater Business Precinct Connect website to enhance regional businesses connectivity and attract investment.
- Supported the Maroondah Business Group through event promotion, stakeholder engagement, and event coordination, including delivery of the annual Maroondah Report at Karralyka in August 2025, connecting local business leaders with Council's executive team to discuss economic and city trends.

Our services

Activity centres

- Investment attraction and development facilitation within activity centres
- Infrastructure and amenity improvements in local shopping centres
- Placemaking and place activation projects

Bayswater Business Precinct

- Bayswater Business Precinct partnership (with Knox and Yarra Ranges councils)
- Bayswater Business Precinct Transformation Strategy implementation
- Bayswater Business Precinct Structure Plan development and implementation

Business support

- 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

Creative places - arts and culture

- Cultural planning, strategies and policy
- Arts development projects
- Exhibitions and programs within ArtSpace at Realm, Wyreena Arts Lounge and Maroondah Federation Estate Gallery
- Wyreena Community Arts Centre venue management, arts classes, workshops, projects, events, tenancies, commercial café and program partnerships
- Arts and cultural grants program and service agreements
- Public art program and art collection management and related programs
- Local creative industry networks, training, and development

Creative places – Karralyka and services

- Theatre programs, hire and production services
- Functions, events and hospitality
- Community halls management, hire and tenancies, facility operations
- K-Cafe services, events and catering
- Precinct activation and partnerships
- Major facility and precinct planning, asset management and master plans
- Venue operations for Creative Places venues including: Wyreena Community Arts Centre, Karralyka, Community halls, Maroondah Federation Estate and Gallery, K-Cafés and ArtSpace at Realm



A well governed and empowered community

Our community's aspiration

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



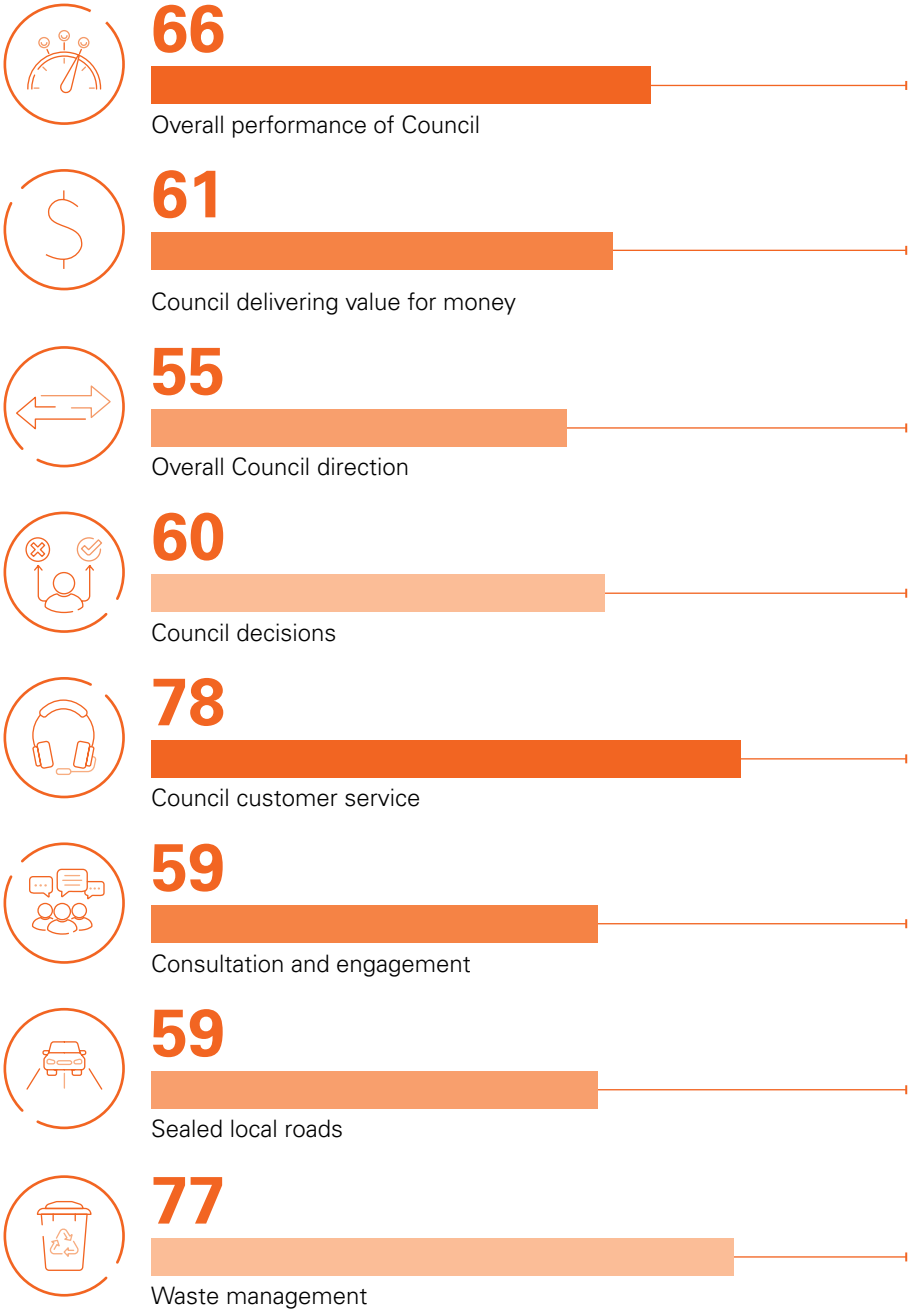
Community satisfaction

The annual Local Government Community Satisfaction Survey is one of a range of tools used to measure Council's progress towards the vision and outcomes highlighted in *Maroondah 2050 – Our future together*.

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. Results in 2026 continue a trend of consistent high performance.

Performance results for the 'core' service measures are highlighted below, with results for various other measures reported within the Council performance indicator results for each of the five Marondah 2050 Community Vision outcome areas in this Annual Report.

Community satisfaction with:



Left: Community engagement for the Communications and Customer Experience Strategies at Realm, Ringwood.

Our priority action progress

Council has made the following progress in 2025/26 on the *Council Plan 2025-2029* priority actions for a well governed and empowered community.

Priority actions	Status	Comment
Implement the Maroondah 2050 Community Vision		Following the adoption of the Maroondah 2050 Community Vision in 2024/25, Council commenced a range of implementation activities. These include revisions to Council strategic and policy documentation, alignment of planning and reporting processes, adjustments to corporate branding, and a community launch at Maroondah Festival in November 2025.
Develop and implement Council's *Customer Service Strategy 2025-2029*		Following extensive community consultation, the *Customer Experience Strategy 2025–2029* was adopted in November 2025. The Strategy provides direction for service delivery to ensure all community members can engage with Council through accessible, user-friendly, and engaging channels. Progress focuses on four key areas: community-focused customer service, people and partnerships, service innovation and technology, and processes.
Develop and implement Council's Communications Strategy		Council's inaugural C*ommunications Strategy 2025-2029* was adopted in August 2025. The Strategy guides Council's engagement to ensure information is timely, accessible, and inclusive. This framework supports Maroondah's diverse community to actively participate in programs, consultations and civic activities.
Implement Council's *Property Management Strategy 2025–2029*		The *Property Management Strategy 2025-2029* provides a framework to optimise the benefit and value of Council's property portfolio. Priority projects identified under the Strategy are progressing to sustainably maintain, improve, and grow assets to maximise community service delivery and demonstrate best value while minimising environmental impact.

 Complete

 In progress

Priority actions	Status	Comment
Review a range of Council's core technological systems and undertake the phased implementation of enterprise-wide replacement systems		Implementation of the three-phase Enterprise Resource Planning (ERP) program is progressing to deploy TechnologyOne software across Council capabilities. Phase 1 (finance and supply chain management modules) went live on 1 July 2025, delivering continuous improvements to accounts payable measures through faster payment times, reduced errors, less rework, and minimised double-payment risk. Phase 2 (enterprise asset management and project lifecycle management modules) is scheduled for October 2026, with Phase 3 (enterprise content management) to follow.
Evolve organisational capacity and implement systems to minimise risks to cybersecurity impacts		During 2025/26, strategic activities to strengthen cyber security and mitigate risk were completed. Key actions included reviews of business continuity and disaster recovery plans, completion of essential audits, increased disaster recovery testing cadence, targeted cyber security and phishing test events, and preparations for the Windows 11 upgrade in alignment with Essential Eight Maturity Level 2 requirements.
Partner and advocate regionally with the Eastern Region Group of Councils to address common challenges and progress shared priorities		Maroondah City Council is a member of the Eastern Region Group of Councils (ERG) and collaborates with partner councils on regional advocacy, integrated planning, shared services, and joint procurement. In 2025/26, the ERG prioritised a region-wide shared service program to support financial sustainability. To address the Victorian Government's 70 per cent housing growth target for established areas, the ERG initiated a Community Infrastructure Needs Analysis to quantify required service investment. Additional deliverables included a Community Safety Roundtable and regional framework, alongside the launch of the ERG State Advocacy Platform 2026 ahead of the November 2026 state election.

Priority actions	Status	Comment
Advocate on key local issues on behalf of the Maroondah community in the lead up to Victorian and Australian Government elections		Council continued its advocacy to the Australian and Victorian Governments to secure funding for priorities benefiting the Maroondah community. Briefings with local Federal and State Members of Parliament were held in August and September 2025, and May and June 2026. Council will continue to advocate in the lead-up to the state election in November 2026. Key priorities presented include a new hospital for Maroondah, redeveloping Karralyka, The Rings and Ringwood Golf, as well as road works and shared pathway improvements.

Complete

In progress



Maroondah 2050 Community Vision launch at Maroondah Festival, Croydon.

Council performance indicators

The *Council Plan 2025-2029* includes a range of Council performance indicators. Where further clarity is required beyond the title of the indicator a definition is provided in the Glossary section of this Annual Report.

Indicator	Target/ desired trend	2025/26	2024/25	2023/24	2022/23
Expenses per property assessment	$2000 to $5000	$3374.89	$3165.41	$2991.45	$3124.31
Average rate per property assessment	$700 to $2000	$1771.20	$1714.60	$1655.32	$1611.10
Current assets compared to current liabilities	100% to 400%	191.48%	162.06%	139.51%	150.41%
Unrestricted cash compared to current liabilities	10% to 300%	9.51%	71.34%	41.06%	73.50%
Loans and borrowings compared to rates	0% to 70%	10.88%	14.13%	17.34%	21.06%
Loans and borrowings repayments compared to rates	0% to 20%	3.22%	3.36%	3.47%	3.66%
Non-current liabilities compared to own source revenue	2% to 70%	10.15%	12.73%	15.61%	27.02%
Adjusted underlying surplus (or deficit)	-20% to 20%	1.35%	4.81%	3.47%	-2.58%
Rates compared to adjusted underlying revenue	30% to 80%	64.05%	63.46%	65.74%	64.64%
Rates compared to property values	0.15% to 0.75%	0.25%	0.24%	0.24%	0.23%
Employee turnover	5% to 20%	12.59%	10.54%	12.80%	17.10%
Community satisfaction with:					
• Overall performance of Council	↑	66	65	66	64
• Council delivering value for money	↑	61	58	59	61
• Overall Council direction	↑	55	52	53	51
• Council decisions	↑	60	59	60	58
• Council enforcement of local laws	↑	63	64	65	62
• Council customer service	↑	78	74	74	73
• Council lobbying on behalf of the community	↑	56	57	58	57
• Council consultation and engagement	↑	59	58	59	56
• Council informing the community	↑	65	65	67	64

Our highlights and achievements

In 2025/26, Council undertook a range of actions and activities to work towards a well governed and empowered community. Highlights from the past year include the following:

Working towards a well governed and empowered Maroondah

Engaging and supporting our community

- Launched the upgraded Your Say Maroondah online engagement portal in September 2025, introducing interactive digital tools to make it faster and easier for residents to provide feedback on local projects.
- Sought community input on a range of strategies, plans, policies and projects, including the Climate Adaptation Plan, Maroondah Bicycle Network Review, Domestic Animal Management Plan, Croydon Main Street Revitalisation project, and the Heathmont Village Reserve Enhancement Plan.
- Continued the Maroondah Community Engagement Community of Practice to foster cross-departmental collaboration and improve approaches to community consultation and public interaction.
- Hosted seven citizenship ceremonies, welcoming 864 new citizens to Maroondah.
- Implemented a refined Maroondah Leisure membership model to enhance direct customer relationships and support long-term sustainability.

Building community resilience

- Presented the *Maroondah Municipal Emergency Management Plan 2026-2029* to the Municipal Emergency Management Planning Committee for endorsement, successfully integrating fire management planning into the framework.
- Launched the ReadyMaroondah project, a three-year resilience program supported by the Australian Government's Disaster Ready Fund initiative, and hosted a forum for over 34 community organisations to strengthen local extreme weather preparedness.
- Undertook an Emergency Relief Centre walkthrough training exercise at Karralyka in November 2025 as part of the ongoing refinement of the region's Municipal Emergency Management Plan to strengthen crisis response capabilities.
- Executed a fire prevention program to manage bushfire risks and ensure compliance with Country Fire Authority standards, conducting 364 proactive vacant land inspections and working with 106 property owners to resolve non-compliance.

Enhancing our brand and identity

- Commenced the rollout of new corporate branding aligned with the Maroondah 2050 Community Vision.

Strengthening our governance

- Strengthened Council's Risk Management Framework by developing a corporate Business Continuity Plan, executing a risk-prioritised internal audit program, and updating privacy, freedom of information, fraud, and policy controls to align with the Maroondah 2050 Community Vision and *Council Plan 2025-2029*.

Utilising digital technologies

- Expanded Council's digital footprint to over 74,694 followers across 20 social media channels, generating 12.71 million impressions and 480,519 community engagements.
- Introduced innovative artificial intelligence (AI) technologies, including Copilot and the Maroondah ChatGPT platform, which was named a finalist in the Digital and Technology category at the 2026 LGPro Awards for Excellence.
- Extended the use of the Freshservice software platform to manage service requests across multiple Council services, including Enterprise Resource Planning, Accounts Payable, Cyber and Technology, and Realm Operations.



Australia Day Citizenship Ceremony 2026 at Ringwood Lake.

Our services

Communications and engagement

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

Corporate strategy

- 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

Customer service

- 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

Cyber and technology

- Information and communication technology (ICT) infrastructure
- ICT service desk support
- ICT project management
- Cybersecurity
- Network and server infrastructure
- Software applications
- Productivity tools including chat, video and audio calling systems
- Enterprise resource planning
- Business analysis, process improvement, service review and consultation
- Artificial intelligence and automation
- Records management coordination
- Corporate record keeping system administration
- Mail receipt and distribution
- Record lifecycle archiving

Digital and online

- Council websites and intranet development and management
- Council social media management
- Electronic direct mail management
- Reporting and analytics
- Surveys and forms

Emergency management

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

Executive office

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

Financial accounting

- Financial accounting
- Financial Statements preparation
- Treasury accounting, including borrowings and investments
- Tax reporting and compliance
- Financial and cost-benefit guidance
- Accounts payable
- Corporate purchase cards

Governance

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

Graphic design and multimedia

- Graphic design and brand management
- Signage and digital display design and management
- Multimedia and photography
- Film permit application and assessments
- Digital asset management
- Live streaming

Management accounting and payroll

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

People and culture

- Human resources
- Learning and organisational development
- Occupational health and safety
- Workcover and injury management
- Volunteers and student placement

Procurement

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

Property, revenue and valuation services

- 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

Realm operations

- Realm East and West meeting room coordination
- Realm facility management and operations
- Realm facility contractor management
- Civic and ceremonial function support

Risk and integrity

- Corporate risk registers coordination and administration
- Claims and insurance management
- Internal audit coordination
- Business continuity planning
- Fraud mitigation policy and advice
- Privacy Act compliance and advice
- Freedom of Information coordination
- Protected Disclosure Act coordination
- Personal Interest Returns coordination
- Payment Card Industry Data Security Standard compliance

Systems accounting

- Financial systems support
- Financial processes and procedure improvements
- Analytical support
- Project management for financial transformational initiatives



Our integrated service delivery

Council delivers a broad range of services that all play a role in responding to and delivering on the Maroondah 2050 Community Vision. The table below shows the direct relationship between each Council service and the Maroondah 2050 Community Vision outcome areas. Many of these services will also indirectly contribute to other outcome areas.

Council service	A healthy, inclusive and connected community	A safe and liveable community	A green and sustainable community	A vibrant and prosperous community	A well governed and empowered community
Activity centres		•		•	•
Asset management		•	•		•
Asset projects and facilities	•	•			
Bayswater Business Precinct				•	
Building services		•			
Built environment		•			
Bushland management			•		
Business support				•	
Communications and engagement					•
Community health	•	•	•		
Community wellbeing	•	•			•
Corporate strategy					•
Creative places	•	•		•	
Customer service					•
Cyber and technology					•
Digital and online					•
Development engineering and asset protection		•			
Emergency management	•	•	•		•
Engineering projects and drainage		•	•		
Executive office					•
Financial accounting					•
Golf and sportsfields	•		•		
Governance					•

Council service	A healthy, inclusive and connected community	A safe and liveable community	A green and sustainable community	A vibrant and prosperous community	A well governed and empowered community
Graphic design and multimedia					•
Leisure and aquatics facilities	•	•			
Libraries (managed by Your Library Limited)	•			•	
Local laws		•			•
Management accounting and payroll					•
Maternal and child health	•				
Parks and open space			•		
People and culture					•
Positive ageing	•				
Procurement					•
Property, revenue and valuation services		•			•
Realm operations	•	•		•	•
Risk and integrity					•
Sport, recreation, open space and events	•	•	•		•
Stadiums	•	•			
Statutory planning		•	•		
Strategic planning		•	•		•
Sustainability		•	•		
Systems accounting					•
Traffic and transport engineering		•			
Tree maintenance			•		
Waste management		•	•		
Youth and children's services	•				•

Service performance indicators

The Local Government Performance Reporting Framework is a mandatory system of performance reporting for all Victorian councils. It ensures that councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in the comments.

No.	Service/indicator/ measure	Results 2023	2024	2025	2026	Comment
Aquatic facilities						
AF2	Service standard **Health inspections of aquatic facilities** [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	1.00	1.33	1.00	0.67	Health inspections of aquatic facilities are conducted by Environmental Health Officers on a calendar year basis. As a result, not all Council aquatic facility inspections have been scheduled within the financial year. Council remains on track to complete all inspections of Council aquatic facilities.
AF6	Utilisation **Utilisation of aquatic facilities** [Number of visits to aquatic facilities/ Population]	9.43	11.02	10.80	10.99	The utilisation rate of aquatic facilities is comparable to previous years reflecting continued community usage across all Council aquatic facilities.
AF7	Service cost **Cost of aquatic facilities** [Direct cost of aquatic facilities less income received/ Number of visits to aquatic facilities]	$0.31	-$1.14	-$1.13	-$0.65	The cost per visit for aquatic facilities is higher than in previous years. This can be attributed to higher operating costs across the service. Despite this the results continue to reflect a balanced and sustainable approach to cost recovery while continuing to offer strong value for the community.

No.	Service/indicator/ measure	Results				Comment
		2023	2024	2025	2026	
Animal management						
AM1	Timeliness **Time taken to action animal management requests** [Number of days between receipt and first response action for all animal management requests/Number of animal management requests]	1.01	1.03	1.01	1.01	The time taken to action animal management requests continues to remain low. Council officers continue to action animal management requests in a timely manner.
AM2	Service standard **Animals reclaimed** [Number of animals reclaimed/Number of animals collected] x100	65.45%	69.75%	65.38%	57.20%	The number of animals reclaimed is lower than in previous years. This is due an increase in animals being surrendered, particularly cats and kittens.
AM5	Service standard **Animals rehomed** [Number of unclaimed collected animals rehomed/Number of unclaimed collected animals] x100	18.79%	15.89%	51.11%	36.21%	The number of animals rehomed is lower than in previous years. This is due to an increase in the number of cats and kittens waiting to be adopted.
AM6	Service cost **Cost of animal management service** [Direct cost of the animal management service/Population]	$5.25	$6.15	$6.77	$9.22	The cost of providing the animal management service has increased compared to previous years. This can be attributed to an increase in pound fees and legal fees relating to prosecutions.
AM7	Health and safety **Animal management prosecutions** [Number of successful animal management prosecutions/ Number of animal management prosecutions] x 100	100.00%	100.00%	88.89%	100.00%	Council was successful in all nine animal management prosecutions in 2026.

No.	Service/indicator/ measure	Results 2023	2024	2025	2026	Comment
Food safety						
FS1	Timeliness **Time taken to action food complaints** [Number of days between receipt and first response action for all food complaints/Number of food complaints]	1.53	1.46	1.47	1.41	Data shown is for the 2025 calendar year to align with reporting to the Department of Health (DoH). Council officers continue to action food safety complaints in a timely manner with complaints actioned in under two days.
FS2	Service standard **Food safety assessments** [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/ Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	98.24%	99.47%	99.49%	98.96%	Data shown is for the 2025 calendar year to align with reporting to the Department of Health (DoH). Council continues to prioritise the inspection of higher risk class 1 and class 2 food premises for inspection.
FS5	Service standard **Food safety samples** [Number of food samples obtained/ Required number of food samples] × 100	New	101.34%	101.32%	100.60%	Data shown is for the 2025 calendar year to align with reporting to the Department of Health (DoH). Council has obtained all food safety samples required for the 2025 calendar year.
FS3	Service cost **Cost of food safety service** [Direct cost of the food safety service/ Number of food premises registered or notified in accordance with the Food Act 1984]	$737.18	$713.88	$704.04	$807.22	The cost of providing the food safety service has increased compared to previous years. This can be attributed to higher staffing costs and an increase in food sampling costs.

No.	Service/indicator/ measure	Results				Comment
		2023	2024	2025	2026	
FS4	Health and safety **Critical and major non-compliance notifications** [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	99.26%	100.00%	100.00%	Data shown is for the 2025 calendar year to align with reporting to the Department of Health (DoH). Consistent with previous years, Council followed up all food premises critical and major non-compliance outcome notifications with an inspection.
Governance						
G1	Transparency **Council resolutions made at meetings closed to the public** [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public/ Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100	7.69%	9.93%	8.51%	5.56%	A number of Ordinary and Special meetings of Council are held annually. The percentage of Council resolutions made at meetings closed to the public has decreased. This is primarily due to less tender evaluation recommendations/reports requiring Council approval.
G2	Consultation and engagement **Satisfaction with community consultation and engagement** [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	56	59	58	59	Community satisfaction is measured through Council's annual Local Government Community Satisfaction Survey. Community satisfaction in 2026 is consistent with previous years reflecting Council's ongoing commitment to consulting and engaging with the Maroondah community.

No.	Service/indicator/ measure	Results				Comment
		2023	2024	2025	2026	
G3	Attendance **Councillor attendance at Council meetings** [The sum of the number of Councillors who attended each Council meeting/ (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x100	89.81%	82.41%	91.67%	87.96%	A number of Ordinary and Special meetings of Council are held annually. Councillor attendance at these Council meetings remains consistent with previous years.
G4	Service cost **Cost of elected representation** [Direct cost of the governance service/Number of Councillors elected at the last Council general election]	$60,914.56	$63,908.11	$63,238.00	$70,906.54	The cost of elected representation is higher than the same time in the previous year. This can be attributed to an increase in Councillor activity and the delivery of the Freeman of the City event in September 2025, at which the title was conferred on three Maroondah residents.
G5	Satisfaction **Satisfaction with Council decisions** [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	58	60	59	60	Community satisfaction is measured through Council's annual Local Government Community Satisfaction Survey. Community satisfaction with Council decisions is consistent with previous years.

No.	Service/indicator/ measure	Results 2023	2024	2025	2026	Comment
Libraries						
LB2	Resource currancy **Recently purchased library collection** [Number of library collection items purchased in the last 5 years/Number of library collection items] x100	76.97%	77.97%	74.17%	70.26%	The percentage of recently purchased library collection items has decreased compared to previous years. This is due to a large number of digital items passing their five year lifespan, which is not accounted for in the measure.
LB5	Service cost **Cost of library service** [Direct cost of the library service/ Population]	$20.21	$25.64	$26.45	$24.01	The cost of providing the library service is comparable to previous years.
LB6	Utilisation **Library loans per population** [Number of library collection item loans/ Population]	New	9.18	8.96	9.31	The number of collection items per head of the municipal population is comparable to previous years.
LB7	Participation **Library membership** [Number of registered library members/Population] x100	New	34.89%	39.22%	43.67%	The library membership participation rate demonstrates continued library membership growth, largely due to online registrations and activities.
LB8	Participation **Library visits per population** [Number of library visits/Population]	New	4.35	4.43	4.49	The number of library visits per head of the municipal population is comparable to previous years.

No.	Service/indicator/ measure	Results 2023	2024	2025	2026	Comment
Maternal and Child Health (MCH)						
MC2	Service standard **Infant enrolments in the MCH service** [Number of infants enrolled in the MCH service (from birth notifications received)/Number of birth notifications received] x100	100.97%	101.24%	100.32%	100.95%	The MCH service enrolls newborn infants in the service (for home visits) following receipt of a birth notification from the hospital. The percentage of infant enrolments in the MCH service is comparable to previous years.
MC3	Service cost **Cost of MCH service** [Cost of the MCH service/Hours worked by MCH nurses]	$76.45	$58.48	$81.20	$88.21	The cost of providing the MCH service is higher than previous years. This can be attributed to higher staffing costs following the introduction of a new enterprise bargaining agreement, as well as several one-off staffing expenses.
MC4	Participation **Participation in MCH service** [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100	75.16%	74.54%	75.82%	78.31%	The participation rate is consistent with previous years reflecting the continued participation of families in Council's MCH service.
MC5	Participation **Participation in MCH service by Aboriginal children** [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	77.08%	82.73%	82.46%	83.22%	The participation rate is consistent with previous years reflecting the continued participation of families with Aboriginal children in Council's MCH service.
MC6	Satisfaction **Participation in 4-week Key Age and Stage visit** [Number of 4-week Key Age and Stage visits/Number of birth notifications received] x100	95.72%	97.68%	98.00%	99.13%	The percentage of infants participating in the 4-week Key Age and Stage visit is comparable to previous years.

No.	Service/indicator/ measure	Results 2023	2024	2025	2026	Comment
Roads						
R1	Satisfaction of use **Sealed local road requests** [Number of sealed local road requests/ Kilometres of sealed local roads] x100	131.39	103.53	106.86	94.46	The sealed local road requests number reported is a count of all line marking, pothole repairs, road damages, road patching and road sweeping coded requests logged in Council's corporate customer service application and/or Infor pathway system. The number of sealed local road requests per 100km of sealed local roads is lower than previous years.
R2	Condition **Sealed local roads maintained to condition standards** [Number of kilometres of sealed local roads below the renewal intervention level set by Council/ Kilometres of sealed local roads] x100	97.71%	98.11%	96.94%	94.44%	This indicator measures the percentage of sealed local roads that are below Council's renewal intervention level (i.e road condition rating equivalent to "very poor"). The percentage of sealed local roads maintained to condition standards is lower than in previous years. Despite this result Council's road network remains overall in very good condition.
R3	Service cost **Cost of sealed local road reconstruction** [Direct cost of sealed local road reconstruction/ Square metres of sealed local roads reconstructed]	$238.06	$304.93	$198.49	$179.91	The cost of sealed local road reconstruction is lower than previous years.
R4	Service cost **Cost of sealed local road resealing** [Direct cost of sealed local road resealing/ Square metres of sealed local roads resealed]	$29.90	$38.05	$34.12	$36.81	The cost of sealed local road resealing is comparable to previous years.

No.	Service/indicator/ measure	Results 2023	2024	2025	2026	Comment
R5	Satisfaction **Satisfaction with sealed local roads** [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	61	56	55	59	Community satisfaction is measured through Council's annual Local Government Community Satisfaction Survey. Community satisfaction with sealed local roads is consistent with previous years.
Statutory planning						
SP1	Timeliness **Time taken to decide planning applications** [The median number of days between receipt of a planning application and a decision on the application]	35	36	29	33	The time taken to decide planning applications is higher than the previous year.
SP2	Service standard **Planning applications decided within required time frames** [(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	73.99%	75.67%	85.83%	83.99%	This indicator measures the percentage of planning applications that are made within required time frames (60 days for regular applications and 10 days for VicSmart applications). The 2026 result has maintained the timeliness of decision-making achieved in 2025.
SP3	Service cost **Cost of statutory planning service** [Direct cost of the statutory planning service/Number of planning applications received]	$2784.56	$2622.36	$2602.67	$2393.43	The cost of providing the statutory planning service has decreased compared to previous years.

No.	Service/indicator/ measure	Results				Comment
		2023	2024	2025	2026	
SP4	Decision-making **Council planning decisions upheld at VCAT** [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100	95.45%	87.50%	80.77%	100.00%	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). All Council planning decisions that went to VCAT were upheld.
Waste management						
WC2	Service standard **Kerbside collection bins missed** [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	4.65	3.72	3.08	1.91	This measure includes 120L, 80L, second bin and fortnightly recycling kerbside bin collection. The number of kerbside collection bins missed is lower than previous years. This is due to a change in contractor management structure which has resulted in an improvement in the service.
WC3	Service cost **Cost of kerbside garbage bin collection service** [Direct cost of the kerbside garbage bin collection service/ Number of kerbside garbage collection bins]	$133.26	$137.31	$143.62	$166.08	The cost of providing the kerbside garbage bin collection service has increased compared to previous years. This is due to an increase in landfill levy fees.
WC4	Service cost **Cost of kerbside recyclables bin collection service** [Direct cost of the kerbside recyclables bin collection service/ Number of kerbside recyclables collection bins]	$66.22	$66.42	$66.68	$67.87	The cost of providing the kerbside recyclables bin collection service is comparable to previous years.

No.	Service/indicator/ measure	Results				Comment
		2023	2024	2025	2026	
WC5	Waste diversion **Kerbside collection waste diverted from landfill** [Weight of recyclables and green organics collected from kerbside bins/ Weight of garbage, recyclables and green organics collected from kerbside bins] x100	56.22%	59.30%	57.52%	57.19%	The diversion rate is comparable to previous years reflecting Council's continued proactive approach to waste management.

Victorian Local Government Indicators

Indicator	2022/23	2023/24	2024/25	2025/26
Average rates and charges per assessment	$1963	$2052	$2113	$2192
Average rates and charges per residential assessment	$1901	$1946	$2003	$2078
Average liabilities per assessment	$2003	$1825	$1617	$1218
Operating result per assessment	$103	$238	$640	$258
Community satisfaction rating for overall performance generally of Council	64	66	65	66
Average operating expenditure per assessment	$3110	$3010	$3165	$3375
Average capital expenditure per assessment	$825	$658	$1046	$805
Renewal gap	103%	81%	86%	87%
Renewal and maintenance gap	102%	85%	89%	90%
Community satisfaction rating for Council's advocacy and community representation on key local issues	57	58	57	56
Community satisfaction rating for Council's engagement in decision-making on key local issues	56	59	58	59

Our people

Maroondah City Council has a strong team of highly trained employees, committed to providing quality, efficient and caring services for our community.

The attitudes, diligence and outcomes delivered by our people are a reflection of a leadership that fosters innovation, achievement and service.



Council's vision, mission, enablers and values

At Maroondah City Council, we are united in our commitment to the Maroondah 2050 Community Vision, driving meaningful outcomes that reflect our community's aspirations, with a focus on continually enhancing our municipality as an exceptional place to live, work, play, and visit.

Our organisational 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 every voice is heard, valued and **respected**.
- We are brave, bold and aspire to **excellence**.

Left: Members of Council's Youth and Children's Services team.

The Council organisation

Maroondah City Council is led by the Chief Executive Officer, as established under the *Local Government Act 2020*. The Chief Executive Officer is entrusted with overseeing the day-to-day functions of the organisation and ensuring alignment with the strategic objectives outlined in the Council Plan.

Reporting directly to the Chief Executive Officer are four Directors, who together comprise the Corporate Management Team (CMT). This leadership group is responsible for steering the organisation and fostering a culture of excellence. As at 30 June 2026, the CMT comprised:

- Steve Kozlowski – Chief Executive Officer
- Adam Todorov – Director Assets and Leisure
- Andrew Fuaux – Director City Growth and Precincts
- Marianne Di Giallonardo – Director Community
- Vacant – Director Corporate

Each Director leads a distinct Directorate, comprised of several specialised service areas. Managers of these service areas report directly to their respective Director, with the exception of the Manager Executive Office, who reports directly to the Chief Executive Officer. CMT and their respective Managers' specific areas of responsibility are shown in the organisational chart. This robust leadership framework underpins Maroondah City Council's ongoing commitment to responsive, effective governance as well as innovative and excellent community service.

Major changes

Structure realignment

At the end of 2025, Council undertook a review of organisational responsibilities and portfolios to align the structure of the organisation with key deliverables identified in the recently adopted Maroondah 2050 Community Vision and new four-year *Council Plan 2025-2029*.

The changes took effect in January 2026 and included changes to several Director titles, and the realignment of certain service areas within these new Directorates.

These adjustments were made to ensure greater efficiency and improved collaboration across teams, as well as to optimise resource allocation.

Director resignation

Tony Rocca, Director Corporate, resigned from Maroondah City Council on 5 June 2026.

Council's organisational structure

The following organisation chart details the structure of Maroondah City Council as at 30 June 2026



Chief Executive Officer
Steve Kozlowski

Executive Office
Sherryn Dunshea



Assets and Leisure Directorate
Adam Todorov

Service Areas

Leisure and Major Facilities
Tim Cocks

Operations
Vincent King

Projects and Asset Management
Steve McIntosh



City Growth and Precincts Directorate
Andrew Fuaux

Service Areas

Business and Precincts
Chris Zidak

City Futures
Grant Meyer

Engineering and Building Services
Andrew Taylor

Statutory Planning
Angela Kechich



Community Directorate
Marianne Di Giallonardo

Service Areas

Communications and Citizen Experience
Danielle Butcher

Community Safety
Kirsten Jenkins

Community Services
Heather Burns



Corporate Directorate
Vacant

Service Areas

Cyber and Technology
Jim Herron

Finance and Commercial
Hannah White

Governance and Performance
Phil Medley

People and Culture
Stephen Bishop

Corporate Management Team



Chief Executive Officer – Steve Kozlowski

Steve has 36 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 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.

Steve is a Fellow of several professional associations including the Australian Institute of Company Directors and Local Government Professionals Victoria, 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 oversees leisure and major facilities, operations, projects and asset management at Council. With over 25 years in local government, he has extensive experience in engineering, project management, asset planning, facility management and leisure services. As a director of more than nine years, Adam has managed more than $2.9 billion in community assets and delivered Council's largest capital works program. He holds a Master of Business Administration (Sustainable Enterprise), a Bachelor of Engineering (Civil) with Upper Second Class Honours and a Graduate Certificate (Business Administration). Adam is an Associate Fellow of the Institute of Management and a member of Engineers Australia and Local Government Professionals.



Director City Growth and Precincts – Andrew Fuaux

Andrew oversees business growth, arts and cultural development, city futures, statutory planning, building, and engineering services at Council. With 27 years of experience in local government, Andrew joined Maroondah City Council in 2010, and after various managerial roles was appointed to the first of his three roles as a Director in 2018. His leadership experience spans diverse services at Maroondah, Whitehorse and Yarra Ranges Councils, including business development, planning, engineering, emergency management, environmental management, local laws, community health, arts and culture. Andrew holds a Graduate Diploma in Urban Policy and Planning and a Bachelor's degree in social science (Environmental Assessment and Policy). He has completed advanced studies in strategy development, been acknowledged with industry leadership awards, is a Fellow of the Institute of Managers and Leaders, a member of the Victorian Planning and Environmental Law Association and the Australian Institute of Company Directors.



Director Community – Marianne Di Giallonardo

Marianne oversees communications and citizen experience, community services and community safety at Council. With over 45 years of experience across the local and Victorian government sectors, she has held senior leadership and management roles spanning corporate, community, leisure, and infrastructure services. Her qualifications include an Master of Business Administration, Graduate Diploma of Business, Bachelor of Arts (Youth Affairs), Diploma of Youth Work, and is accredited as a Chartered and Certified Practicing Manager through the Institute of Managers and Leaders. Marianne has served on multiple boards, including Local Government Professionals (Victoria and Australia) and Procurement Australia (Chair). Her professional affiliations too are numerous and include the Australian HR Institute, Australian Company of Directors, Institute of Managers and Leaders, Committee for Economic Development, Institute of Public Administration, Local Government Professionals and Victorian Employers' Chamber of Commerce and Industry.

Council employees

Maroondah City Council employed 1210 people (headcount) as at 30 June 2026, equivalent to 576.1 full-time employees (EFT).

A summary of the number of Council employees represented by equivalent full-time (EFT), employment type, Directorate and gender as at 30 June 2026 is set out below.

Employment type/ gender (EFT)	Assets and Leisure	City Growth and Precincts	Community	Corporate	Chief Executive Office	Total
Permanent full-time						
Women	40.0	23.0	41.0	35.0	3.0	142.0
Men	119.0	36.0	15.0	32.0	3.0	205.0
Self-described gender	0.0	1.0	0.0	0.0	0.0	1.0
Permanent part-time						
Women	26.0	15.8	67.5	18.4	1.8	129.5
Men	10.5	2.6	11.2	0.0	0.0	24.3
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0
Casual						
Women	34.5	6.8	7.4	0.0	0.0	48.7
Men	19.7	3.8	2.0	0.0	0.0	25.5
Self-described gender	0.1	0.0	0.0	0.0	0.0	0.1
Total	**249.8**	**89.0**	**144.1**	**85.4**	**7.8**	**576.1**

A summary of Council employees represented by equivalent full-time (EFT), employment classification and gender as at 30 June 2026 is set out below.

	Band								
Employment type/gender (EFT)	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**Other[1]**	**Total**
Permanent full-time									
Women	0.0	0.0	3.0	17.0	30.0	27.0	16.0	49.0	142.0
Men	0.0	0.0	38.0	37.0	30.0	29.0	24.0	47.0	205.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	1.0
Permanent part-time									
Women	7.4	0.0	0.0	23.3	21.9	28.8	5.6	42.5	129.5
Men	5.8	0.0	0.6	1.5	3.0	3.0	0.8	9.6	24.3
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Casual									
Women	3.0	0.0	0.7	0.3	0.4	0.0	0.0	44.3	48.7
Men	1.6	0.0	0.3	0.1	0.4	0.0	0.0	23.1	25.5
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1
Total	**17.8**	**0.0**	**42.6**	**79.2**	**85.7**	**88.8**	**46.4**	**215.6**	**576.1**

[1] Includes customer service, Karralyka and Maroondah Leisure employees, Maternal and Child Health nurses, and Senior Executive Officers.

People and Culture

Council's People and Culture team is dedicated to supporting the organisation in delivering high-quality services to the community. The team enhances organisational effectiveness and efficiency through strategic workforce planning and management and ensuring the right talent is in place to meet community needs. There is a focus on fostering a positive workplace culture which is aligned with Council's values and prioritising a safe and supportive environment for all employees. Systems, processes, and practices are designed to uphold legal compliance amid a dynamic organisational landscape. When engaging with the community, the team facilitates employment, student placements, and volunteering opportunities. Strategic and operational activities are focused on the following key areas:

- Organisational effectiveness and efficiency
- Community engagement and environmental alignment
- Workforce planning and management
- Employee experience and workplace culture
- Legal compliance
- Operational human resource excellence
- Valuing diversity

The human resources advisory function within the team continues to operate under a business partnering model to provide ongoing critical support and advice to management and employees on the full breadth of matters across the employment lifecycle. This ongoing support and guidance helps strengthen organisational outcomes and assists Council to reduce organisational risks and increase legislative compliance.

Enterprise bargaining agreement

Following negotiations, the *Maroondah City Council Enterprise Agreement No.12, 2025-2029* was submitted to the Fair Work Commission for approval on 12 September 2025. Council received notification on 13 October 2025 that the Commission had approved the Agreement, which came into effect from 20 October 2025. The four-year term of the Agreement provides for industrial/employee relations stability within the context of an operating environment that is constantly evolving and increasing in complexity.

Council's long-held commitments to employment security, the restricted use of agency employees and providing employees with adequate resources to perform their duties continue to exist as express provisions of the Agreement.

Occupational health and safety

Maroondah City Council is committed to maintaining and enhancing a positive safety culture by actively engaging employees, contractors, suppliers, and volunteers to minimise risks and improve safety outcomes. Safety considerations are integrated into all service delivery and operational activities, with a strong emphasis on promoting safe behaviours across the organisation.

Collaborative arrangements, such as the Occupational Health and Safety (OHS) committee and its representatives, support a proactive and action-oriented approach to safety. Council continuously refines its OHS policies, procedures, processes, and systems with a particular focus on hazard identification, incident reporting, lone worker safety, contractor management and plant safety.

Workplace incidents are promptly reported and investigated to ensure effective corrective actions. Council's comprehensive online reporting system streamlines the management of OHS, risk, child safety, and vehicle incidents, thereby facilitating timely reporting, root cause analysis, and the implementation of improvements.

Proactive injury management processes support both the ageing workforce and the minimisation of work-related injury impacts. Collectively, Council's strong safety culture, robust management systems, and effective injury programs have resulted in a WorkCover insurance rating that outperforms industry averages.

Equal opportunity, harassment and bullying prevention

Council is committed to maintaining a workplace that is free from unlawful discrimination, harassment, victimisation, bullying, and vilification and strives to ensure equal opportunity for all employees, Councillors, consultants, contractors, and volunteers.

The Equal Opportunity Committee is a strategic advisory group to the CEO and executive team that meets regularly with employee representatives and focuses on equality, diversity, and inclusion plans and initiatives that meet the needs of employees across Council. The Committee oversees five equal opportunity related networks – Disability, Carers and Neurodiverse Network, Gender Equity Network, LGBTIQA+ Network, Reconciliation Network and Equal Opportunity Contact Officer Network.

Equal Opportunity Contact Officers (EOCOs) are trained by the Victorian Equal Opportunity and Human Rights Commission as not all employees are comfortable reporting equal opportunity related matters to management or People and Culture officers. The EOCOs serve as initial points of contact for people who believe they may have experienced or witnessed unlawful discrimination, sexual harassment, bullying, vilification, or victimisation, in the workplace.

Gender equality

To meet statutory requirements, defined entities, including local government authorities, must report on their gender equality progress to the Public Sector Gender Equality Commissioner every two years. In February 2026, Council fulfilled its biennial reporting obligations to the Commission for Gender Equality with the submission of the Workplace Gender Audit Report in November 2025, and the Gender Equality Progress Report and Gender Equality Action Plan 2026-2030 in February 2026.

In March 2026, the Commission found Maroondah City Council's Workplace Gender Audit Report for the reporting period 1 July 2024 to 30 June 2025 to be compliant. The Commission's assessment on Council's Gender Equality Progress Report and Gender Equality Action Plan has not yet been received.

The progress report outlined significant achievements against the *Gender Equality Action Plan 2021–2025*, including:

- Integrating gender equitable measures into ongoing human resources policy development and review
- Enhancing human resource systems to support disaggregated reporting and analysis
- Improving job and position descriptions
- Facilitating opportunities for employees to work in non-traditional roles, thereby increasing gender diversity in underrepresented areas
- Supporting inclusive work placements
- Adopting practices to achieve equal remuneration
- Maintaining robust recruitment, selection, and promotion procedures
- Strengthening risk management
- Promoting equitable and flexible working arrangements, and sharing examples of success

- Enhancing communication regarding employee reporting mechanisms and confidential resolution options
- Delivering accessible leadership and career development programs
- Maintaining transparent communication about career opportunities
- Promoting diversity and inclusion through events
- Improving parental and family violence leave

These efforts reflect Council's ongoing commitment to advancing workplace gender equality and developing an inclusive organisational culture.

Gender impact assessments

Council has established a comprehensive gender impact assessment process, including an overarching methodology, templates, training, professional development, and supporting materials, to assist service areas in undertaking gender impact assessments, aligned with the objectives of the *Gender Equality Act 2020*.

People Matter survey

The People Matter survey for gender equality reporting is an effective way to find out what Council is doing well and what we need to focus on regarding improvements to organisational culture, gender equality, diversity and inclusion. The survey, which took place from 28 April to 16 May 2025, was independently run by the Victorian Public Sector Commission. Council had a 20 per cent survey response rate and overall results were positive, with key highlights including:

- 100 per cent of results above the local government area average
- 100 per cent of results improved on 2021 results
- 83 per cent of results were either equal to, or improved on, 2023 results
- 35 per cent of questions showing a highly significant five to 10 per cent improvement on 2023 results.

To address the survey results and reinforce Council's ongoing commitment to gender equality, the *Gender Equality Action Plan (GEAP) 2026–2030* has been developed to track progress across the seven indicators of gender inequality. The new plan:

- Affirms Council's commitment to achieving gender equality in the workplace
- Establishes a baseline from which we can measure our progress against seven indicators of gender inequality
- Specifies the key actions to be undertaken that support continued improvement of what we are already doing well, as well as focus on identified opportunities for improvement.

Learning and development

Council continues to invest in its workforce to:

- Foster a positive organisational culture through education, training, and professional development
- Strengthen leadership to advance equality and prevent inappropriate behaviours
- Support managers in creating and sustaining a flexible, positive workplace environment
- Identify, train and assist Equal Opportunity Contact Officers
- Expand access to leadership programs for all employees, regardless of their employment status.

Council continues to enhance efforts in the following areas:

- Reporting on progress against key gender equality indicators
- Monitoring and analysing baseline data related to gender equality indicators
- Conducting relevant employee surveys and analysing the results
- Monitoring and reporting on workforce gender composition and workplace gender segregation.

Compliance

Council has proactively undertaken a comprehensive review and has implemented all recommendations from the Victorian Auditor-General's Office (VAGO), pertaining to the local government sector, specifically those aimed at mitigating risks of sexual harassment. This commitment reflects Council's dedication to upholding a safe, respectful, and inclusive workplace environment. By adopting VAGO's recommendations, Council has strengthened its existing policies, practices, and training programs, ensuring alignment with best practice standards and legislative requirements. Furthermore, Council regularly monitors progress and reviews internal processes to ensure continuous improvement in preventing and responding to incidents of sexual harassment across the organisation.



Karralyka team preparing for International Women's Day, Ringwood East.

Change management

Council has implemented and actively maintains a broad range of initiatives to advance gender equality and foster an inclusive workplace including:

- A Gender Equality Network to facilitate collaborative efforts, share best practice examples and promote a culture of equality across the organisation.
- Integrating gender equality principles into strategic advocacy efforts and action plans, to ensure that decision-making is informed by a commitment to equity and fairness.
- Actively engaging with employees and their representatives through established consultative committees and communication channels to seek input, gather feedback, and ensure transparency.
- Proactively identifying and addressing potential barriers or areas of resistance that may impede progress in diversity and inclusion and adopting measures to overcome these challenges.

Learning and development

Council has continued to significantly invest in its employees with a focus on optimising organisational effectiveness and efficiency while fostering a positive workplace culture and employee experience.

Council's Leadership Development Framework aims to nurture and empower emerging and current leaders, aligning their growth and development with the core competencies to meet the current and future needs of the organisation. The Framework supports leadership development through a range of development opportunities including masterclasses, buddy meetings, communities of practice, e-learning and executive coaching.

In 2025/26, 151 emerging and current leaders participated in 10 development opportunities. In addition, Council has continued to support leaders to undertake externally provided learning and development opportunities specifically related to their role.

Employee recognition

Employee service milestones are formally recognised each June, reflecting our strong organisational culture of excellence in people leadership. In 2025/26:

- 52 employees reached 10 years of service
- 13 employees reached 20 years of service
- 4 employees reached 30 years of service

Exceptional performance is acknowledged through the Recognising Extra Value (REV) Program. In 2025/26, 36 employees received REV Awards and/or letters of recognition.

Additionally, two employees were recognised for successfully completing a course of study.

Workplace giving

Employees at Maroondah City Council actively support a range of registered Australian charities through ongoing monthly payroll deductions and targeted fundraising initiatives. Beneficiary charities are selected based on employee interest and/or direct involvement.

In 2025/26, employees collectively contributed $48,087 to the Workplace Giving program.



Community engagement for Council's Maroondah Liveability Wellbeing and Resilience Strategy Implementation Plan at Cafe Consult, Maroondah Festival, Croydon.

Governance and management

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.



Corporate governance

To support and uphold the principles of democratic governance, Maroondah City Council maintains a comprehensive suite of policies, procedures, and protocols. These apply both to the decision-making and strategic functions of Council as an elected body, and to the operational activities carried out by Council employees. Collectively, these governance mechanisms ensure that Council operations are conducted in a manner that is efficient, effective and responsive to the needs and expectations of the Maroondah community.

Transparency in decision-making

The decision-making processes of Maroondah City Council are supported by a range of underlying mechanisms, which vary in their level of formality. Formal decision-making occurs primarily at Council meetings, where elected Councillors consider and resolve matters in accordance with established governance procedures and legislative requirements.

Additionally, certain decisions may be made by Council officers who have been granted specific powers of delegation by the Council. These delegations enable timely and efficient administrative decisions, within a clearly defined framework.

Alongside these formal structures, Council also employs less formal consultative and operational processes, such as workshops, briefings, and community engagement activities, which inform and guide decision-making.

Collectively, these mechanisms ensure that Council's deliberations and actions remain transparent, accountable, and aligned with the interests and needs of the local community. This layered approach also reinforces good governance by balancing efficiency with open and accountable public administration.

Council meetings

Council is responsible for determining policy and making key decisions during its regularly scheduled Council meetings. The policies and budgets endorsed by Council serve as the guiding framework for delivering a broad range of services, programs and initiatives to the community, as well as informing the day-to-day operational decisions carried out by Council officers.

Council officers with expertise relevant to the matters under consideration, provide professional advice and recommendations to support Council in its decision-making responsibilities. During formal Council meetings, the Chief Executive Officer and the relevant Directors submit detailed written reports for the Council's consideration. These reports, which form the Council meeting agenda, include comprehensive background information, analysis of the issues involved, and formal recommendations for each item requiring a decision.

Council meetings are typically held on the third Monday of each month, except for January, with the annual schedule published on Council's website. Meeting dates may be subject to change and any updates will be communicated accordingly. All Council meetings are open to the public, supporting transparency and community engagement. Meetings are also streamed live and can be accessed through the Council's website at www.maroondah.vic.gov.au

Left: Dandenong Creek Trail, Heathmont.

Councillor briefing sessions and workshops

Prior to making decisions at Council meetings it is essential that Councillors are equipped with comprehensive background information and the context related to issues under consideration. Council conducts Councillor briefings which are designed specifically to provide Councillors with the relevant information, advice, and opportunities for discussion. Councillors do not make any legally binding decisions during these informal meetings and workshops.

Councillor briefings serve as a valuable platform for in-depth discussions of complex matters affecting the municipality. These sessions enable Councillors to explore issues in detail, seek clarification, and consider advice from Council officers, and where appropriate external consultants, before formal decisions are made at Council meetings. During these briefings, as well as outside of these forums, Councillors may request additional information to support the decision-making process.

The nature of these sessions, which are not open to the public, allow for a thorough examination of matters at a level of detail that is not achievable during public meetings, where discussions are governed by formal meeting procedures and time constraints.

Councillor briefings encompass both planned and scheduled sessions, attended by at least five Councillors and one member of Council staff. The matters discussed are those that are intended to be, or are likely to be:

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

Community engagement

Council maintains a strong and ongoing commitment to meaningful community engagement, ensuring that all people within the municipality are empowered to participate in decision-making processes that impact their lives.

To formalise this commitment, Council has adopted the *Maroondah Community Engagement Policy 2021*, which is available on Council's website at www.maroondah.vic.gov.au and which articulates Council's commitment to involving the Maroondah community in decision-making through the implementation of appropriate, effective, and inclusive engagement practices. The Policy applies to all Council-initiated activities, including statutory processes, service delivery, project development, strategic planning, policy formulation, and any other significant initiatives likely to affect the Maroondah community.

A variety of methods are employed to facilitate community participation, such as surveys, public forums, workshops, pop-up events, focus groups, and targeted engagement activities. In addition, Council's *Governance Rules* provide for public participation during Ordinary Council meetings via public question time.

Statutory planning process

Council conducts public consultation meetings, as an essential component of the planning application assessment process, in accordance with the requirements of the *Planning and Environment Act 1987*. These consultations are designed to facilitate community engagement, transparency, and informed decision-making in relation to development proposals.

For certain planning applications submitted, Ward Councillors are made aware of the proposal and volume of community feedback, particularly the number of objections received, to determine whether a public consultation meeting is warranted. The necessity for such meetings is assessed on a case-by-case basis, ensuring that community concerns are appropriately addressed.

It is important to note that these consultation meetings are not forums for making final decisions on planning applications. Rather, they serve as a platform where:

- the applicant is given the opportunity to present and clarify details of the proposed development, as well as address any concerns or objections raised by the community; and
- residents have the chance to express their views, raise questions, and seek clarification directly from the applicant and Councillors.

By facilitating open dialogue between applicants, Councillors and community members, these meetings help to ensure that all perspectives are considered prior to Council making determinations on planning applications. It is noted that such meetings are not a statutory requirement under the Act or planning scheme, and provide an additional layer of engagement with the community.

Councillor Code of Conduct

Effective from 26 October 2024, the *Local Government Act 2020* mandates that all Councillors must adhere to the Model Councillor Code of Conduct (Model Code of Conduct) which is outlined in Schedule 1 of the *Local Government (Governance and Integrity) Regulations 2020*.

Any candidate elected to the position of Councillor is not permitted to act in that capacity until they have read the Model Code of Conduct and made a formal declaration affirming their commitment to comply with its requirements.

It is the personal responsibility of each Councillor to ensure they understand, accept and uphold the provisions set out in the Model Code of Conduct which establishes the standards of behaviour expected of Councillors in the execution of their duties. By formally agreeing to the Model Code of Conduct, Councillors commit their dedication to serving in the best interests of the municipality and demonstrate their commitment to fulfilling their responsibilities with integrity, skill, and sound judgment.

Delegations

Council has delegated specific functions to designated employees, enabling routine decisions to be made more efficiently, thereby ensuring that Council meetings are not required for procedural, operational, or administrative matters. These delegations allow Council to leverage the technical expertise, skills, and experience of its employees to deliver the highest possible standard of service to the community.

Delegations are conferred by formal resolution at a Council meeting and clearly define the scope of decision-making and actions that employees are authorised to undertake. In exercising delegated authority, employees are required to comply with all strategies, policies, and guidelines adopted by the Council. Council, through the Chief Executive Officer, Directors, and Managers, oversees the actions of its employees to ensure that delegated powers are exercised within the overarching framework established by the Council.

Employees who may be granted delegated authority include the Chief Executive Officer, Directors, Managers, planning officers, environmental health officers, local laws officers, the Municipal Building Surveyor, building surveyors etc. Many of Council's routine decisions are carried out by these authorised officers. Furthermore, Council maintains a register of all delegations, which is available for public inspection on Council's website at www.maroondah.vic.gov.au

Councillor representation

There are two categories of bodies requiring formal Council representation – Council advisory committees and external committees. Council formally appoints delegates to both committee types with appointments reviewed each year to correspond with the Mayoral term.

It is convention that when the Mayor is a member of a Council advisory committee they assume the role of Chair unless they choose to relinquish that position. Additionally, in line with good governance principles, if the Mayor is not a designated member of a committee, they retain the right to attend any committee meeting in an ex-officio capacity.

Council advisory committees

Council has several committees aimed at building partnerships that enhance arts and culture, local businesses, community wellbeing, natural environment, and liveability and inclusion in Maroondah. These committees comprise current Councillors, community representatives and Council officers. Community representatives are appointed through a public expression of interest process.

These committees are advisory in nature and not decision-making bodies. Council advisory committees provide advice and input on a wide range of in-depth issues to inform delivery of strategies, services, advocacy, programs and projects.

Council involvement on Council advisory committees in 2025/26 was as follows:

	Council Representative/s	
Committee	**July to October 2025**	**November 2025 to June 2026**
Maroondah Access, Inclusion and Equity Advisory Committee	Cr Gordon, Cr Henderson and Cr Jones	Committee no longer in operation
Maroondah Arts Advisory Committee	Cr Henderson, Cr Macdonald and Cr Spears	Cr Henderson, Cr Macdonald and Cr Spears
Maroondah Audit and Risk Committee	Mayor of the Day and Cr Jones Substitute representative, Cr Macdonald	Mayor of the Day and Cr Jones Substitute representative, Cr Macdonald
Maroondah Business Advisory Committee	Cr Henderson, Cr Spears and Cr Steane OAM	Cr Jones, Cr Spears and Cr Steane OAM
Maroondah Community Health and Wellbeing Committee	Cr Gordon, Cr Hancock and Cr Heatherich	Cr Gordon, Cr Hancock and Cr Heatherich
Maroondah Disability Advisory Committee	Cr Gordon, Cr Hancock and Cr Heatherich	Cr Gordon, Cr Hancock and Cr Henderson
Maroondah Environment Advisory Committee	Cr Jones, Cr Macdonald and Cr Rex	Cr Jones, Cr Macdonald and Cr Rex
Maroondah Liveability, Safety and Amenity Advisory Committee	Cr Heatherich, Cr Rex and Cr Steane OAM	Cr Heatherich, Cr Rex and Cr Steane OAM

External committees

Maroondah City Council is a member of, or participates in, a range of external committees at the local, regional and sector levels. Councillors are appointed as Council delegates to these committees.

External committees operate independently of Council, under their own charter, and with their own procedures, policies, and practices. Council's involvement in these committees is to participate and influence their activities, where such activities serve the interests of the Maroondah community.

Council involvement on external committees in 2025/26 was as follows:

	Council Representative/s	
Committee	**July to October 2025**	**November 2025 to June 2026**
Eastern Region Group of Councils	Mayor of the Day, Deputy Mayor, and Chief Executive Officer Substitute representative, Cr Macdonald	Mayor of the Day, Cr Spears and Chief Executive Officer Substitute representative, Cr Macdonald
Eastern Alliance for Greenhouse Action	Cr Jones Substitute representative, Cr Macdonald	Cr Jones Substitute representative, Cr Macdonald
Your Library Limited	Cr Hancock and Cr Spears Substitute representative, Cr Rex	Cr Hancock and Cr Spears Substitute representative, Cr Rex
METEC (Metropolitan Training Education Centre Inc.)	Cr Hancock Substitute representative, Cr Henderson	Cr Henderson Substitute representative, Cr Rex
Municipal Association of Victoria State Council	Cr Spears Substitute representative, Cr Jones	Cr Spears Substitute representative, Cr Jones

Council meeting attendance

From 1 July 2025 to 30 June 2026, 11 Ordinary Council meetings and one Statutory Council meeting were held. Councillor attendance at the meetings in 2025/26 was as follows:

Councillors	Meetings eligible to attend	Attendance			Leave of absence granted (No. of meetings)
		Ordinary Council meetings	Statutory Council meetings	Total attendance	
Barngeong Ward Cr Chris Jones	12	9	1	10	2[4]
Bungalook Ward Cr Catherine Gordon	12	9	1	10	2[5]
Jubilee Ward Cr Claire Rex	12	10	1	11	1[6]
McAlpin Ward Cr Nathaniel Henderson	12	8	1	9	3[7]
Tarralla Ward Cr Paul Macdonald[1]	12	9	1	10	1[8]
Wicklow Ward Cr Daniella Heatherich	12	8	1	9	3[9]
Wonga Ward Cr Linda Hancock[2]	12	11	1	12	0
Wombolano Ward Cr Kylie Spears[3]	12	11	1	12	0
Yarrunga Ward Cr Rob Steane OAM	12	11	1	12	0

[1] Deputy Mayor November 2025 to June 2026
[2] Deputy Mayor July to November 2025, Mayor November 2025 to June 2026
[3] Mayor July to November 2025
[4] Leave of absence granted for the Council meetings on 25 August 2025 and 16 March 2026
[5] Leave of absence granted for the Council meetings on 24 November 2025 and 16 March 2026
[6] Leave of absence granted for the Council meeting on 15 December 2025
[7] Leave of absence granted for the Council meetings on 22 September 2025, 24 November 2025 and 16 March 2026
[8] Leave of absence granted for the Council meeting on 15 June 2026
[9] Leave of absence granted for the Council meetings on 27 October 2025, 18 May 2026 and 15 June 2026.

Conflict of interest

The *Local Government Act 2020* (the Act) outlines the circumstances that constitute a conflict of interest for Councillors, Council officers and members of Council special committees. It also prescribes the actions required to resolve such conflicts.

Councillors are elected by residents and ratepayers to act in the best interests of the community. This position is one of trust and it is essential that Councillors, as well as Council officers or committee members with delegated powers, act transparently and in the public interest.

A conflict of interest arises when a person in public office has a personal or private interest that could compromise their ability to act in the public interest, regardless of whether any improper action occurs or not.

The Act defines two types of conflicts:

- General conflict of interest (Section 127): Exists when an impartial person would reasonably believe that private interests could improperly influence a relevant person's public duties.
- Material conflict of interest (Section 128): Exists when a relevant person, or an associated individual or entity, may gain a benefit or suffer a loss depending on the matter's outcome. This can occur directly or indirectly and includes both pecuniary and non-pecuniary interests.

For the purposes of a material conflict of interest, affected persons include the relevant person, family members, associated corporate bodies, employers (excluding public bodies), business partners, consulting relationships, trust beneficiaries and individuals providing disclosable gifts.

Declaration of a conflict of interest is a standing agenda item for all Ordinary Council meetings, Councillor briefings and committee meetings. Generally, conflict of interest management involves formally disclosing the relevant interest and refraining from participating in any related decision-making process.

During 2025/26, seven conflict of interest disclosures were made at Ordinary Council meetings.

Conflict of interest type	Councillor	Officer	Total
General conflict of interest (Section 127)	6	0	6
Material conflict of interest (Section 128)	1	0	1

Councillor allowances

In accordance with Section 39 of the *Local Government Act 2020,* Councillors are entitled to receive an allowance for the performance of their official duties. The Victorian Government determines the upper and lower limits for allowances paid to Mayors and Councillors across all municipalities. Councils are classified into three categories based on the income and population of each municipal district. Maroondah City Council is designated as a Category Two Council.

Councillor allowances paid in 2025/26 are as follows:

Ward	Councillor	Allowance
Barngeong Ward	Cr Chris Jones	$35,049.00
Bungalook Ward	Cr Catherine Gordon	$35,049.00
Jubilee Ward	Cr Claire Rex	$35,049.00
McAlpin Ward	Cr Nathaniel Henderson	$35,049.00
Tarralla Ward	Cr Paul Macdonald[1]	$51,925.12
Wicklow Ward	Cr Daniella Heatherich	$35,049.00
Wonga Ward	Cr Linda Hancock[2]	$95,789.07
Wombolano Ward	Cr Kylie Spears[3]	$64,332.29
Yarrunga Ward	Cr Rob Steane OAM	$35,049.00

[1] Deputy Mayor November 2025 to June 2026
[2] Deputy Mayor July to November 2025, Mayor November 2025 to June 2026
[3] Mayor July to November 2025

Councillor expenses

In accordance with Sections 40 and 42 of the *Local Government Act 2020*, Council is required to reimburse Councillors for expenses legitimately incurred while performing their official duties. Council is also required to adopt and maintain a policy relating to the reimbursement of Councillor expenses. This policy outlines the procedures for processing reimbursements and provides guidance on the provision of resources, facilities and other support to the Mayor, Deputy Mayor and Councillors, to enable them to effectively fulfil their responsibilities.

Councillor expenses incurred in 2025/26 are as follows:

Ward/Councillor	Expenses			
	Travel	Professional development	Expenses to support the performance of the role	Total
Barngeong Ward Cr Chris Jones	$78	$4185	$1513	$5776
Bungalook Ward Cr Catherine Gordon	$1929	$7070	$2353	$11,352
Jubilee Ward Cr Claire Rex	$0	$1891	$1694	$3585
McAlpin Ward Cr Nathaniel Henderson	$623	$7749	$2301	$10,673
Tarralla Ward Cr Paul Macdonald[1]	$2724	$6052	$3578	$12,354
Wicklow Ward Cr Daniella Heatherich	$110	$1226	$1479	$2815
Wonga Ward Cr Linda Hancock[2]	$2288	$5934	$2949	$11,171
Wombolano Ward Cr Kylie Spears[3]	$6796	$2687	$1649	$11,132
Yarrunga Ward Cr Rob Steane OAM	$2931	$2806	$2477	$8214

[1] Deputy Mayor November 2025 to June 2026
[2] Deputy Mayor July to November 2025, Mayor November 2025 to June 2026
[3] Mayor July to November 2025

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

Audit and Risk Committee

The Audit and Risk Committee is established in accordance with Section 53 of the *Local Government Act 2020*. The Committee supports Council in fulfilling its responsibilities with respect to financial reporting, maintaining effective internal controls, safeguarding Council assets and promoting sound corporate governance. Operating with an independent oversight function, the Committee reports directly to Council.

Role

The role of the Committee is to oversee, monitor, and report on the effectiveness with which Council fulfils its responsibilities in accountable financial management, sound corporate governance, the maintenance of robust internal controls and risk management systems, and the promotion of an ethical organisational culture.

Responsibilities

The responsibilities of the Committee include providing assurances that:

- Financial and management reporting processes are reliable and accurate
- High standards of corporate governance are upheld
- Accounting policies are appropriate and consistently applied
- Council complies with all relevant legislation and regulatory requirements
- Risk management frameworks are robust and effective
- Internal and external audit functions operate efficiently and effectively
- Business continuity and disaster recovery planning is suitable and effective
- An ethical organisational environment is maintained and promoted by Council.

Key activities

The Committee convened on a quarterly basis throughout 2025/26. Its activities encompassed the following:

- Conducting comprehensive reviews of the quarterly and annual financial statements
- Undertaking detailed examinations of the quarterly risk and insurance reports, including associated risk registers
- Providing guidance on the prioritisation of the internal audit/review program
- Reviewing and considering the outcomes and findings/recommendations from internal audit/review assessments.

Membership

The Committee is comprised of five members: three external members (including the Chair), the Mayor, and one additional Councillor. Councillor representatives are appointed annually and other Councillors who are not representatives are welcome to attend Committee meetings as observers. Positions for external members are publicly advertised, with appointments made for an initial term of three years, renewable to a maximum of six years.

The Chief Executive Officer, Director Corporate, Manager Governance and Performance, and Manager Finance and Commercial attend meetings to provide advice and present reports. Additionally, both internal and external auditors and relevant Council officers are invited to attend meetings as required, to support the Committee with information and respond to specific questions and requests.

Membership of the Audit and Risk Committee in 2025/26 was as follows:

Members	July to November 2025	November 2025 to June 2026
External members	Mr John Watson (Chair) Mr Bruce Potgieter Mr Michael Ulbrick	Mr John Watson (Chair) Mr Bruce Potgieter Mr Michael Ulbrick
Councillor members	Cr. Kylie Spears (Mayor) Cr. Chris Jones	Cr. Linda Hancock (Mayor) Cr. Chris Jones

External audit

Council is subject to independent annual auditing in accordance with Victorian legislative requirements. The external audit process is overseen by the Victorian Auditor-General, who is responsible for ensuring accountability and transparency in the financial operations of Victorian public sector entities. In 2025/26, the Office of the Auditor-General appointed RSM Australia as its authorised representative to conduct the external audit.

Each year, the appointed external auditor thoroughly reviews Council's Financial and Performance Statements to assess their accuracy, compliance with applicable accounting standards, and overall integrity. This rigorous process helps ensure Council's financial reporting is reliable, transparent and in the best interests of the community.

Risk management

Council maintains a comprehensive risk management program and demonstrates a mature risk culture, ensuring that risks are managed efficiently and cost-effectively to maintain an acceptable risk profile across the organisation. Council remains committed to proactive risk management as a core element of its corporate governance responsibilities, as well as its operational service delivery performance. This approach is designed to support and enable the achievement of Council's strategic objectives by systematically identifying and managing risks, while also maximising opportunities. Through these efforts, Council continues to strengthen its organisational resilience and deliver value to the community.

Enterprise risk management

Council upholds a robust and comprehensive risk management program, reflecting a mature risk culture throughout the organisation. This commitment ensures that risks are managed in a cost-effective manner, maintaining an acceptable risk profile and supporting organisational objectives. Proactive risk management remains integral to Council's corporate governance framework, as well as to its operational service delivery.

Council's risk management approach systematically identifies and addresses risks and opportunities, thereby supporting the achievement of its strategic objectives. Through such initiatives, Council continually enhances organisational resilience and delivers sustained value to the community.

Risk register

Council's risk register comprehensively addresses strategic, organisational, and operational risks, ensuring a holistic approach to risk management across all levels of the organisation. The risk register is systematically reviewed on a quarterly basis to reflect the dynamic nature of Council's risk environment.

Risk identification, assessment, and treatment are conducted in accordance with relevant Australian Standards, ensuring that all processes align with best practice methodologies. This rigorous assessment process involves a thorough evaluation of existing risks, as well as the identification of new or emerging risks that may impact Council's operations or strategic objectives. For any risks assessed as medium, high or extreme, targeted treatment plans are developed and implemented to mitigate these risks and bring them within acceptable thresholds. These treatment plans are subject to ongoing monitoring, reporting and review, ensuring their effectiveness in reducing risk to an acceptable level and supporting Council's commitment to maintaining a resilient and well-governed organisation.

Risk Management Advisory Group

The Risk Management Advisory Group was established to provide comprehensive oversight of the risk management framework across all Council operations. The membership of this group consists of the Corporate Management Team, as well as management representatives from all Council service areas, ensuring that a diverse range of perspectives and expertise are included in the risk management process.

The Group convenes regularly to review, monitor, and enhance Council's approach to risk management. Meetings typically feature detailed presentations on identified high-risk areas, allowing members to gain a thorough understanding of significant risks facing the organisation.

In addition, the group conducts interactive workshops designed to collaboratively explore and develop effective mitigation strategies. These workshops foster open discussions and creative problem-solving, ensuring that risk responses are both robust and practical.

The activities, findings, and recommendations of the Group are formally reported to the Audit and Risk Committee. This reporting ensures that the Committee is kept fully informed and able to provide independent oversight, thereby strengthening Council's overall governance and risk management culture.

Legislation

Council is responsible for administering a broad range of services, programs, and initiatives within a complex and highly regulated framework established by Commonwealth and State legislation. The legal environment in which Council operates encompasses:

- Legislative or regulatory obligations requiring substantial compliance by Council
- Provisions directly relevant to specific Council activities
- Indirectly influential statutes, wherein employee awareness is essential for the responsible execution of duties.

The following (non-exhaustive) list of key legislation significantly impacts Council operations:

- *Aboriginal Heritage Act 2006 (Vic)*
- *Aged Care Act 1997 (Cwlth)*
- *Associations Incorporation Reform Act 2012 (Vic)*
- *Building Act 1993 (Vic)*
- *Building Regulations 2018 (Vic)*
- *Carers Recognition Act 2012 (Vic)*
- *Catchment and Land Protection Act 1994 (Vic)*
- *Charter of Human Rights and Responsibilities Act 2006 (Vic)*
- *Child Wellbeing and Safety Act 2005 (Vic)*
- *Children, Youth and Families Act 2005 (Vic)*
- *Children's Services Act 1996 (Vic)*
- *Children's Services Regulations 2020 (Vic)*
- *City of Melbourne Act 2001 (Vic)*
- *Climate Change Act 2017 (Vic)*
- *Conservation, Forests and Land Act 1987 (Vic)*
- *Constitution Act 1975 (Vic)*
- *Country Fire Authority Act 1958 (Vic)*
- *Country Fire Authority Regulations 2025 (Vic)*
- *Cultural and Recreational Lands Act 1963 (Vic)*
- *Dangerous Goods Act 1985 (Vic)*
- *Dangerous Goods (Explosives) Regulations 2022 (Vic)*
- *Development Victoria Act 2003 (Vic)*
- *Disability Act 2006 (Vic)*
- *Disability Discrimination Act 1992 (Cwlth)*
- *Domestic Animals Act 1994 (Vic)*
- *Drugs, Poisons and Controlled Substances Act 1981 (Vic)*
- *Drugs, Poisons and Controlled Substances Regulations 2017 (Vic)*
- *Education and Care Services National Law Act 2010 (Vic)* (applied law in Victoria)
- *Education and Care Services National Regulations 2011 (Cwlth)*
- *Education and Training Reform Act 2006 (Vic)*
- *Electricity Safety Act 1998 (Vic)*
- *Emergency Management Act 1986 (Vic)*
- *Emergency Management Act 2013 (Vic)*
- *Emergency Services and Volunteers Fund Act 2012 (Vic)*
- *Environment Protection Act 2017 (Vic)*

- *Environment Protection Regulations 2021 (Vic)*
- *Estate Agents Act 1980 (Vic)*
- *Fences Act 1968 (Vic)*
- *Fire Rescue Victoria Act 1958 (Vic)*
- *Flora and Fauna Guarantee Act 1988 (Vic)*
- *Flora and Fauna Guarantee Regulations 2020 (Vic)*
- *Food Act 1984 (Vic)*
- *Freedom of Information Act 1982 (Vic)*
- *Gambling Regulation Act 2003 (Vic)*
- *Gender Equality Act 2020 (Vic)*
- *Geographic Place Names Act 1998 (Vic)*
- *Geothermal Energy Resources Act 2005 (Vic)*
- *Geothermal Energy Resources Regulations 2026 (Vic)*
- *Graffiti Prevention Act 2007 (Vic)*
- *Health Records Act 2001 (Vic)*
- *Health Records Regulations 2023 (Vic)*
- *Heavy Vehicle National Law Application Act 2013 (Vic)*
- *Heritage Act 2017 (Vic)*
- *Housing Act 1983 (Vic)*
- *Impounding of Livestock Act 1994 (Vic)*
- *Independent Broad-based Anti-corruption Commission Act 2011 (Vic)*
- *Infringements Act 2006 (Vic)*
- *Infringements Regulations 2016 (Vic)*
- *Integrity Oversight Victoria Act 2011 (Vic)*
- *Land Acquisition and Compensation Act 1986 (Vic)*
- *Land Acquisition and Compensation Regulations 2021 (Vic)*
- *Land Act 1958 (Vic)*
- *Liquor Control Reform Act 1998 (Vic)*
- *Local Government Act 1989 (Vic)* (substantially superseded by *Local Government Act 2020*)
- *Local Government Act 2020 (Vic)*
- *Local Government (Electoral) Regulations 2020 (Vic)*
- *Local Government (General) Regulations 2025 (Vic)*
- *Local Government (Governance and Integrity) Regulations 2020 (Vic)*
- *Local Government (Long Service Leave) Regulations 2021 (Vic)*
- *Local Government (Planning and Reporting) Regulations 2020 (Vic)*
- *Magistrates' Court Act 1989 (Vic)*
- *Major Transport Projects Facilitation Act 2009 (Vic)*
- *Mineral Resources (Sustainable Development) Act 1990 (Vic)*
- *Municipal Association Act 1907 (Vic)*
- *Municipal Association Act 1933 (Vic)*
- *Municipalities Assistance Act 1973 (Vic)*
- *Occupational Health and Safety Act 2004 (Vic)*
- *Occupational Health and Safety Regulations 2017 (Vic)*
- *Occupational Health and Safety (Psychological Health) Regulations 2025*
- *Planning and Environment Act 1987 (Vic)*
- *Planning and Environment (Fees) Regulations 2016 (Vic)*
- *Planning and Environment Interim Regulations 2026 (Vic)*
- *Privacy and Data Protection Act 2014 (Vic)*
- *Privacy Act 1988 (Cwlth)*
- *Public Health and Wellbeing Act 2008 (Vic)*
- *Public Health and Wellbeing Regulations 2019 (Vic)*
- *Public Interest Disclosure Act 2012 (Vic)*
- *Public Records Act 1973 (Vic)*
- *Public Records Regulations 2023 (Vic)*
- *Residential Tenancies Act 1997 (Vic)*
- *Road Management Act 2004 (Vic)*
- *Road Management (General) Regulations 2016 (Vic)*
- *Road Management (Works and Infrastructure) Regulations 2015 (Vic)*
- *Road Safety (General) Regulations 2019 (Vic)*
- *Road Safety Act 1986 (Vic)*
- *Road Safety Road Rules 2017 (Vic)*
- *Second-Hand Dealers and Pawnbrokers Act 1989 (Vic)*
- *Sex Work Decriminalisation Act 2022 (Vic)*
- *Sheriff Act 2009 (Vic)*
- *Sport and Recreation Act 1972 (Vic)*
- *Subdivision Act 1988 (Vic)*
- *Subdivision (Fees) Regulations 2016 (Vic)*
- *Subdivision (Procedures) Regulations 2021 (Vic)*
- *Subdivision (Registrar's Requirements) Regulations 2021 (Vic)*
- *Summary Offences Act 1966 (Vic)*
- *Tobacco Act 1987 (Vic)*
- *Transfer of Land Act 1958 (Vic)*
- *Transport (Safety Schemes Compliance and Enforcement) Act 2014 (Vic)*
- *Transport Integration Act 2010 (Vic)*
- *Valuation of Land Act 1960 (Vic)*
- *Victoria State Emergency Service Act 2005 (Vic)*
- *Victorian Local Government Grants Commission Act 1976 (Vic)*
- *Water Act 1989 (Vic)*

For a comprehensive and current list of Victorian legislation, please refer to the official Victorian Legislation and Parliamentary Documents website: www.legislation.vic.gov.au

Governance and Management Checklist

The following statement presents Council's assessment (in the prescribed form) against the Governance and Management Checklist, as required under the *Local Government (Planning and Reporting) Regulations 2020*.

For the year ended 30 June 2026:

	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)	Current guidelines in operation Date of commencement: 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: 18 May 2026	☑
4	**Asset Plan** (plan under section 92 of the Act setting out the asset 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: 18 May 2026	☑
7	**Risk policy** (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date of commencement: 25 August 2025	☑
8	**Fraud policy** (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date of commencement: 15 July 2024	☑

	Governance and Management Items	Assessment	
9	**Municipal emergency management planning** (participation in meetings of the Municipal Emergency Management Planning Committee)	Municipal Emergency Management Planning Committee (MEMPC) meetings attended by one or more representatives of Council (other than the chairperson of the MEMPC) during the financial year Dates of MEMPC meetings attended: 21 August 2025 26 November 2025 26 February 2026 28 May 2026	☑
10	**Procurement policy** (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act Date of adoption: 22 November 2021	☑
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)	Current plan in operation Date of commencement: 15 December 2025	☑
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)	Current plan in operation Date of commencement: 13 April 2026	☑
13	**Complaint policy** (policy under section 107 of the Act outlining Council's commitment and approach to managing complaints)	Policy developed in accordance with section 107 of the Act Date of commencement: 20 September 2021	☑
14	**Workforce Plan** (plan under section 46 of the Act outlining Council's commitment and approach to planning for current and future workforce requirements)	Plan developed in accordance with section 46 of the Act Date of commencement: December 2021	☑
15	**Payment of rates and charges hardship policy** (policy outlining Council's commitment and approach to assisting ratepayers who are experiencing financial hardship or difficulty paying their rates)	Current policy in operation Date of commencement: 18 May 2026	☑
16	**Risk management framework** (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation Date of commencement: 25 August 2025	☑

	Governance and Management Items	Assessment	
17	**Audit and Risk Committee** (advisory committee of Council under sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act Date of establishment: 1 October 1994 Dates of committee meetings: 27 August 2025 13 November 2025 5 March 2026 18 May 2026	☑
18	**Internal audit** (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged Date of engagement: 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)	Current framework in operation Date of adoption: 30 June 2025	☑
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 six months of the financial year)	Current report Date of report: 16 February 2026	☑
21	**Quarterly budget reports** (quarterly reports to the Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to the Council in accordance with section 97(1) of the Act Dates of report: 25 August 2025 24 November 2025 16 March 2026 18 May 2026	☑
22	**Risk reporting** (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented Dates of report: 4 August 2025 5 November 2025 2 February 2026 27 April 2026	☑
23	**Performance reporting** (six-monthly reports of indicators measuring financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Performance reports prepared Dates of report: 25 August 2025 24 November 2025 16 February 2026 18 May 2026	☑

	Governance and Management Items	Assessment	
24	**Annual report** (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Annual Report presented at a meeting of Council in accordance with section 100 of the Act Date of presentation: 27 October 2025	☑
25	**Councillor Code of Conduct** (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 2024	☑
26	**Delegations** (document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff in accordance with sections 11 and 47 of the Act)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review: S5 Delegation to Chief Executive Officer: 26 May 2025 S6 Delegation to Members of Council Staff: 27 October 2025 S7 Sub-delegation by the Chief Executive Officer: 12 December 2025	☑
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 rules adopted: 17 October 2022	

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



Steve Kozlowski

Chief Executive Officer, dated: 31 August 2026



Cr. Linda Hancock

Mayor, dated: 1 September 2026

Statutory information

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



Statutory information within this section, and the applicable legislation, are listed below.

Topic	Relevant legislation
Carers recognition	*Carers Recognition Act 2012*
Disability policy and action plan	*Disability Act 2006*
Documents to be made available for public inspection	*Local Government Act 2020*
Domestic animal management plan	*Domestic Animals Act 1994*
Food Act Ministerial directions	*Food Act 1984*
Freedom of information	*Freedom of Information Act 1982*
Infrastructure and development contributions	*Planning and Environment Act 1987*
Local Laws	*Local Government Act 2020*
Privacy	*Privacy and Data Protection Act 2014 and the Health Records Act 2001*
Procurement	*Local Government Act 2020*
Public interest disclosures	*Public Interest Disclosures Act 2012*
Public transparency	*Local Government Act 2020*
Road Management Act Ministerial directions	*Road Management Act 2004*

Left: Croydon Memorial Pool.

Carers recognition

Maroondah City Council is deeply committed to recognising, valuing, and supporting carers within our community. In line with the *Carers Recognition Act 2012* (the Act), which formally acknowledges the vital role of carers and the significance of care relationships in Victoria, Council demonstrates its dedication to carers through a range of practical measures and initiatives.

Council not only complies with its legislative responsibilities but goes beyond them to actively promote the recognition and wellbeing of carers. We ensure policies, procedures, and supports explicitly acknowledge the essential contributions of carers to foster a culture of respect and inclusion. To further demonstrate our commitment to carers, Maroondah City Council provides and promotes a variety of activities and resources that directly support and value carers, including:

- **Facilitation of the Maroondah Carers Support Group:** Creating a supportive environment where carers can connect, share experiences, and access information.
- **Promotion of carer support groups:** Actively promote the Maroondah Carers Support Group and other social support groups on our website for people who require care, ensuring carers are aware of available community supports.
- **Social inclusion and wellbeing programs:** Offering programs for older people with support needs, providing carers with opportunities for respite and enhancing the wellbeing of both carers and those they care for.
- **Dementia support:** Including people with dementia and mild memory loss in Social Support Group programs, specifically to support carers of people living with dementia.
- **Home and community safety:** Our Occupational Therapist works collaboratively with carers to address and improve safety concerns in the home and community, recognising carers' expertise and needs.
- **National Disability Insurance Scheme (NDIS) program support:** Council's Program Lead NDIS offers direct individual support to carers and shares valuable insights at local forums, ensuring carers are informed and empowered.
- **Community access and inclusion:** Council's Community Access and Inclusion Facilitator advocates for carers and those they support, promoting greater access and participation within the community.
- **Ongoing employee development:** Council invests in regular professional development for employees to ensure a deep understanding of carers' roles and the importance of supporting them effectively.

Through these initiatives, Council demonstrates its ongoing commitment to recognising, promoting, and supporting carers, ensuring they feel valued and included as vital members of the Maroondah community.

Disability policy and action plan

In accordance with section 38 of the *Disability Act 2006*, Council must report on the implementation of the *Disability Policy and Action Plan 2022-2026* in its Annual Report. During 2025/26, Council undertook a wide range of activities in delivering on this Plan, as outlined below.

Social and economic inclusion

The 2025/26 Community Grants program was promoted to eligible community groups across Maroondah, with a strong focus on increasing local participation, inclusion and community connection. Recipients included Eastern All Abilities Netball Club and Stroke a Chord, both of which used the funding to grow participation, support members, and deliver activities that improved confidence, connection and community awareness.

Eastern All Abilities Netball Club doubled the number of players from 10 to 20 through targeted recruitment, created a welcoming and safe environment, and improved social connection and inclusion amongst 30 members.

Stroke a Chord choir enables stroke survivors to sing despite speech loss. The choir supported 63 participants' wellbeing, peer connection and their families, and promoted stroke research and aphasia awareness. They also shared resources to help similar choirs to grow.

Maroondah Leisure facilities continued to offer sport and recreation opportunities for people with disabilities and their carers. This included basketball sessions at The Rings, soccer sessions at Maroondah Nets, and Aquabuddies at Aquahub – a weekly one-hour swimming program focused on physical activity and social connection for adults with disabilities.

With the support of Australian Government funding, Council partnered with Team Sports 4 All to support 119 children and young people from low socio-economic backgrounds, including children with disabilities, to access local sports clubs through supported Come and Try Sessions, and financial support for memberships.

Council officers supported Mullum Mullum Aboriginal Gathering Place to develop and apply to the VicHealth Growing Healthy Communities Grants program. While the application was unsuccessful, Council is committed to finding avenues to support physical activity opportunities for young First Peoples.

Council held an event at Karralyka to mark the International Day for People with Disability in November. The event had a focus on transport and included the following speakers:

- Tricia Malowney OAM – Chief Accessibility Advocate, Department of Transport and Planning
- Laura Edwards – Head of Network Inclusion, Corporate Affairs, Metro Trains Melbourne
- David Simmonds – Director, Transport Accessibility and Inclusion, Department of Transport and Planning.

A panel discussion took place after the presentations which provided an opportunity for the community to ask questions. The event was supported by a mini expo. The exhibitors included Centrelink, NDIS Latrobe Health, EV Strengthening Communities, Interchange Outer East, Each, Safe Transport Victoria, Metro Trains, Travellers Aid, Ventura Buses, and Victoria Police.

The BizHub section of Council's website is being refined and developed to include a listing of resources and organisations that support the inclusion of people with disability.

A Diversity, Equity and Inclusion Framework has been drafted by Council. The Framework lists nine principles which will guide and inform our next steps relating to building disability awareness.

Services and information

Council continues to prioritise digital accessibility by embedding Web Content Accessibility Guidelines aligned standards into website and content guidelines, ensuring compatibility with assistive technologies and improving overall usability. This has included improving heading structures, colour contrast and link clarity across webpages, providing meaningful alternative text for images, ensuring documents are published in accessible formats, providing captions on video content, having consistent webpage layouts, regularly reviewing accessibility, designing online forms and services that are keyboard accessible and compatible with screen readers, promoting community feedback mechanisms, and ensuring that new tools are accessible.

Ongoing employee guidance and training, content reviews and platform enhancements have strengthened consistency in producing accessible online and print materials and supported more inclusive customer experiences.

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.

Council's Program Lead NDIS has provided an important conduit for the Maroondah community to understand the impacts of changes to the NDIS. A community information session was delivered in June 2026 at Karralyka. In addition, over 100 hours were spent collaborating with service providers to provide clarity and education about the NDIS sector, with 81 tailored presentations provided to over 200 attendees, and face-to-face individualised support provided to individuals.

Design, infrastructure and transport

The adoption of Universal Design is a standard requirement when contracting out design work. Market offerings for Universal Design outcomes in open space and play and gathering continue to evolve. Where practicable, new surface treatments and infrastructure are being utilised. The Building Services team continued to provide information to our community regarding accessibility requirements to buildings.

Council's Traffic Engineers have engaged with community groups and schools to provide improved crossing facilities for students with diverse mobility needs.

In 2025/26, Council delivered or commenced six projects costing approximately $530,000 to improve the accessibility of traffic and pedestrian related infrastructure across Maroondah.

Approximately 3.5km of critical linkages identified in Council's Principal Pedestrian Network have been filled with new footpaths. Gaps were resolved in Heatherdale Road in Vermont, Fyfe Avenue in Ringwood, Mt Dandenong Road in Croydon, and Kubba Road, Kubis Drive and Werac Drive in Ringwood North. Kerb ramps were installed or improved in Kalinda Road and Leonard Street in Ringwood, and Croydon Road in Croydon.

Grant funding of approximately $760,000 has been secured to deliver a pedestrian refuge and improve crossing safety on Ringwood Street, and improve crossings on the Mullum Mullum Creek Trail.

The Statutory Planning team continues to consider *Disability Discrimination Act 1992* requirements where permitted in all relevant planning applications to ensure accessible parking and access opportunities are incorporated into the design of new housing. This is particularly the case for commercial and mixed use/residential apartment developments.

Detailed design of the Croydon Community Wellbeing Precinct has been completed. Construction has commenced on site. An access consultant was hired to ensure that the design meets the needs and requirements of the community.

Advocacy and leadership

In partnership with Knox, Monash and Whitehorse councils, an online event about the impact of pornography on people with autism was delivered to carers in June 2026.

The Porn is not the Norm Project was submitted to the Australia Local Government Association for inclusion in their second release of the National Disability Planning Guide.

Public transport infrastructure and service improvements for people with disabilities remain a core element of many advocacy projects for Council. A key advocacy priority of the Eastern Region Group of Councils was to increase train services in the region. The 2026/27 Victorian Government budget contains funding for extra train services on the Belgrave and Lilydale lines.

The Disability Advisory Committee provided feedback on the *Climate Adaptation Plan 2026-2031*; *Customer Experience Strategy 2025-2029*; *Disability Action Plan 2026-2030*; Street Activities Policy; Croydon Main Street Revitalisation project; Team Sports 4 All project; ReadyMaroondah project; design of communication boards at Realm; and the City Nature Challenge event.

In partnership with Access Ability Australia, Council designed three communication boards for Realm at Ringwood: one for Council services; one for the library; and one for the ground floor.

Council continued to promote accessibility features of Council's facilities and programs using empowering and inclusive images of people with disabilities. Accessibility information was included in digital 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 play spaces and sporting facilities.

Council developed a checklist to ensure that Council's image library reflects the diversity of the Maroondah community. The Communications team works closely with relevant Council employees to select appropriate imagery for each project and promotional campaign. For example, Meals on Wheels recruitment campaigns have promoted the fact that our volunteers come from all walks of life, including people with disabilities who are supported on their rounds by their carers.

When community engagement plans are developed, Council employees 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 Act) the following documents are available for public inspection:

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 meetings held in the previous 12 months which are retained 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 within the meaning of section 3 of the Act.

c) minutes of meetings established under section 63 of the Act and held in the previous 12 months, other than those 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 within the meaning of section 3 of the Act.

d) register of delegations kept under sections 11 and 47 of the Act, including the dates when the last reviews took place.

e) 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) register maintained under section 224(1A) of the *Local Government Act 1989*, of authorised officers appointed under that section.

g) list of donations and grants is available for 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 on Council's website:

- Annual Budget for the current financial year
- Annual Report
- Council meeting agendas and minutes over the last 12 months
- Council Plan
- Councillor Code of Conduct
- 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. These documents are available for viewing at Realm (City Offices) 179 Maroondah Highway, Ringwood.

Domestic animal management plan

The *Domestic Animals Act 1994* (the Act) requires councils across Victoria to prepare and implement a domestic animal management plan every four years. Section 68A of the Act requires councils to periodically evaluate initiatives outlined in the Plan and document the outcomes.

Council's *Domestic Animal Management Plan 2026–2029* continues to promote and support responsible pet ownership within Maroondah to ensure effective animal management.

Initiatives include:

- Educational 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 renewed registrations 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, dogs day out etc
- Analysis of trends and statistics on registration rates and the reunification of lost animals, to ensure best practice principles and to 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 2025/26, no Ministerial directions were received by Council.

Freedom of information

The *Freedom of Information Act 1982* (the Act) provides people with the right to access information held by Council, subject to the exemptions contained within the Act.

The Act contains four basic principles:

1. Local governments are required to publish information about the documents they hold, particularly those which relate to members of the public and their dealings with Council.
2. People have a legislative right to access information held by Council, limited only by exemptions listed within the Act.
3. People may appeal to the Office of Victorian Information Commissioner (OVIC), against a decision to not 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 detailed relating to freedom of information applications for the period 1 July 2022 to 30 June 2026.



Freedom of information (FOI) applications	2025/26	2024/25	2023/24	2022/23
Total number of new requests	17	20	26	35
Access granted in full	0	3	0	7
Access granted in part	12	11	11	9
Other (administrative release, withdrawn, not proceeded with)	21	34	43	9
Access denied in full/no documents found	4	1	1	2
Requests still under consideration	0	0	1	7
Number of reviews by Freedom of Information Commissioner sought	2	2	1	1
Appeals lodged with Victorian Civil and Administrative Tribunal	0	1	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	$604.80	$686.70	$572.40	$639.10
Access charges collected	$0	$0	$0	$0

Freedom of information requests are required to be made in writing and must be accompanied by an application fee set out by OVIC, which was $33.60 for the 2025/26 financial year.

Information about freedom of information, including details about the process, exemptions and access to application forms, can be found on Council's website www.maroondah.vic.gov.au

Left: Realm, Ringwood.

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 provide a report to the Minister for Planning on infrastructure and development contributions, including levies and works in kind. The information must be published in the council's annual report.

In 2025/26, the following information details infrastructure and development contributions.

Infrastructure contribution plans

Council has no Infrastructure Contribution Plans.

Development contribution plans

Total Development Contribution Plan levies received in 2025/26	
Development Contribution Plan name (year approved)	**Levies received in 2025/26**
Ringwood Metropolitan Activity Centre Development Contributions Plan (2019)	$161,084

No Development Contribution Plan land, works, services or facilities were accepted in kind in 2025/26.

Total Development Contribution Plan contributions received and expended to date				
Development Contribution Plan name (year approved)	**Total levies received $**	**Total levies expended $**	**Total works-in-kind accepted $**	**Total Development Contribution Plan contributions received (levies and works-in-kind)**
Ringwood Metropolitan Activity Centre Development Contributions Plan (2019)	$1,949,372	$0	$0	$1,949,372
Total	**$1,949,372**	**$0**	**$0**	**$1,949,372**

No land, works, services or facilities were delivered in 2025/26 from Development Contribution Plan levies collected.

Local Laws

Council's Local Laws are detailed below as at 30 June 2026. Additional information can be found on Council's website at www.maroondah.vic.gov.au

Community Local Law 2023

Community Local Law 2023 was adopted by Council at its meeting on 28 August 2023 and came into effect 1 November 2023. Unless revoked, the Local Law will cease to operate 10 years after the date on which it commenced.

The objectives of the *Community Local Law 2023* are to:

- protect the health and safety of persons within the Municipal District
- provide for the equitable, orderly and enjoyable use of council land, roads and council assets
- protect, maintain and enhance the natural environment of the Municipal District
- provide peace, order and good governance of the Municipal District
- regulate the management of animals on land and on council land
- provide uniform and fair administration of the Local Law.

Local Law No. 15 - Common Seal and Conduct at Meeting

*Local Law No. 15 – Common Seal and Conduct at Meetin*g was adopted by Council at its meeting on the 28 June 2021 and came into effect on 1 July 2021.

The purpose of *Local Law No. 15 – Common Seal and Conduct at Meeting* is to:

- regulate the use of the common seal
- prohibit unauthorised use of the common seal, or any device resembling the common seal
- provide a set of offences and associated penalties relating to conduct at meetings (with reference to the requirements of the *Governance Rules* document).

Privacy

Maroondah City Council is committed to protecting the privacy of residents and customers. To provide essential community services, Council must collect and manage personal, confidential, and sensitive information. This is achieved by balancing people's rights to data control, with the operational need for accurate information so as to deliver high-quality services.

In accordance with the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*, Council adheres to strict privacy principles governing the collection and handling of both personal and health information. To ensure these obligations are met with the highest level of integrity, Council has developed a *Privacy Policy* to govern the use, collection and handling of personal information and health information collected from residents and customers and has a Privacy Officer to oversee data management and assist with public enquiries.

For further information regarding Council's privacy practices, please contact the Privacy Officer on 1300 88 22 33, or via email at privacy@maroondah.vic.gov.au.

Procurement

Following the introduction of the *Procurement Policy* in November 2021 under the *Local Government Act 2020* (the Act), Maroondah City Council has maintained a robust framework to ensure all purchasing activities align with our core corporate objectives. This Policy serves as a vital guide for employees, integrating essential practices in occupational health and safety, risk management and legislative compliance, to ensure the efficient functioning of all service areas.

Statutory compliance statement

In accordance with the reporting requirements of the *Local Government Act 2020*, Council confirms that between 1 July 2025 and 30 June 2026, no contracts valued at $250,000 or greater were entered into in a manner contradictory to the requirements of the Policy, specifically regarding the standards set out in sections 108 and 109 of the Act. Council's procurement processes continue to prioritise value for money, transparency and accountability, to ensure the best possible outcomes for the Maroondah community.

Public interest disclosures

Maroondah City Council is committed to the principles of transparency and accountability. In alignment with the *Public Interest Disclosures Act 2012* (the Act), Council has a robust framework to encourage and facilitate the disclosure of improper conduct or corruption within the public sector.

The Act provides essential legal protections for individuals who report suspected wrongdoing based on reasonable grounds. These protections ensure that the disclosure is supported and shielded from detrimental action or reprisal, such as bullying, harassment, or legal consequences.

How to make a disclosure

Disclosures can be made regarding the conduct of Councillors or Council employees through the following channels:

- Councillors and employees: Reports can be made directly to the Independent Broad-based Anti-corruption Commission (IBAC).
- Council employees: Disclosures may also be directed to Council's Public Interest Disclosure Coordinator via email at PID@maroondah.vic.gov.au.

Policy and compliance

Council has a dedicated *Public Interest Disclosures Policy* in place to ensure all reports are handled with the highest level of confidentiality and integrity.

In 2025/26, no public interest disclosures were received by Council.

Public transparency

Council's *Public Transparency Policy* formalises Council's focus on transparency in its decision-making processes, as well as the availability of Council information. The Policy applies to Councillors and Council employees who are responsible for incorporating the public transparency principles in their daily roles.

Council is committed to transparency in its decision-making processes, including facilitating the provision of information needed to collaborate, cooperate and make decisions effectively.

Road Management Act Ministerial directions

Maroondah City Council operates under a statutory obligation mandated by the *Road Management Act 2004* to ensure the safe and effective inspection, maintenance, and repair of the public road network. To meet these responsibilities, Council maintains a comprehensive Road Management Plan, which defines the service standards and management systems used to preserve our community's road-related assets.

Service standards and asset management

The *Road Management Plan 2025–2029* establishes reasonable performance standards for the delivery of road management functions. These standards apply to all roads and associated infrastructure listed in Council's Register of Public Roads, ensuring a consistent and proactive approach to community safety and infrastructure longevity.

Ministerial directions

Under Section 22 of the *Road Management Act 2004*, Council is required to report any Ministerial directions received during the financial year.

In 2025/26, no Ministerial directions were received by Council.

Annual Financial Report

For the year ended 30 June 2026



Introduction

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 this plain English guide has been developed to assist readers to understand and analyse the Financial Report.

What is contained in the Financial Report?

Council's Financial Report contains the Financial Statements and Notes to those statements.

These Statements are prepared by Council employees, examined by Council's Audit and Risk 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 includes 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 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.

Left: Maroondah Highway, Ringwood.

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 the Balance Sheet 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 Limited 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 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.

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 Statement of Cash Flows 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 Capital Works

The Statement of Capital Works details the actual expenditure of Council on non-current physical assets. Expenditure is categorised by asset class — property, plant and equipment, or infrastructure — as well as expenditure type — new, renewal, or upgrade.

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, Statement of Cash Flows, and Statement of Capital Works, 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 and Councillors

The Financial Statements are certified by the Principal Accounting Officer, 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 Financial Statements are also certified by the Chief Executive Officer, and two Councillors on behalf of Council, that in their opinion the Financial Statements are fair and not misleading or inaccurate.

Victorian Auditor-General's Office 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.



Aerial view of Aquanation, Ringwood.

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Content Overview

These financial statements are General Purpose Financial Statements and cover the 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 24 August 2026.

Council has the power to amend and reissue these financial statements.

Certification of the Financial Statements

for the year ended 30 June 2026

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.

H. White CPA
Principal Accounting Officer
Dated: 15 September 2026
Melbourne

In our opinion, the accompanying financial statements present fairly the financial transactions of the Maroondah City Council for the year ended 30 June 2026 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.

L. Hancock
Mayor
Dated: 15 September 2026
Melbourne

C. Jones
Councillor
Dated: 15 September 2026
Melbourne

S.Kozlowski
Chief Executive Officer
Dated: 15 September 2026
Melbourne



Cheong Wildflower Sanctuary.

Victorian Auditor-General's Office Report

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 2026 • 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 2026 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, 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 *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. 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 *Code of Ethics for Professional Accountants (including Independence Standards)* (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 are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* 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.

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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.



Travis Derricott
as delegate for the Auditor-General of Victoria

MELBOURNE
29 September 2026

Comprehensive Income Statement

for the year ended 30 June 2026

	Note	2026 $ '000	2025 $ '000
Income / Revenue			
Rates and charges	3.1	116,602	111,781
Statutory fees and fines	3.2	6,871	5,519
User fees	3.3	34,816	32,617
Grants - operating	3.4	11,245	12,771
Grants - capital	3.4	10,213	25,230
Contributions - monetary	3.5	7,678	7,468
Contributions - non monetary	3.5	–	158
Net gain on disposal of property, infrastructure, plant and equipment	3.6	751	–
Share of net profits of associates and joint ventures	6.3	47	149
Other income	3.7	4,982	5,591
Total income / revenue		193,205	201,284
Expenses			
Employee costs	4.1	73,665	69,336
Materials and services	4.2	67,479	62,454
Depreciation	4.3	33,747	28,661
Amortisation - Intangible assets	4.4	302	332
Depreciation - Right of use assets	4.5	1,192	1,549
Allowance for impairment losses	4.6	(14)	663
Borrowing costs	4.7	657	793
Finance Costs - Leases	4.8	321	331
Net loss on disposal of property, infrastructure, plant and equipment	3.6	–	178
Other expenses	4.9	2,148	3,134
Total expenses		179,497	167,431
Surplus/(deficit) for the year		13,708	33,853
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	6.2	(109,788)	716,009
Total items which will not be reclassified subsequently to the operating result		(109,788)	716,009
Total other comprehensive income		(109,788)	716,009
Total comprehensive result		(96,080)	749,862

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

as at 30 June 2026

	Note	2026 $ '000	Restated 2025 $ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	45,965	78,439
Trade and other receivables	5.1	19,166	12,128
Other financial assets	5.1	20,320	9,319
Inventories	5.2	582	569
Non-current assets classified as "held for sale"	6.1	3,712	3,987
Other assets	5.2	2,402	2,007
Total current assets		92,147	106,449
Non-current assets			
Trade and other receivables	5.1	192	124
Investments in associates, joint arrangements and subsidiaries	6.3	2,301	2,254
Property, infrastructure, plant and equipment	6.2,11	2,872,154	2,974,473
Intangible assets	5.2	662	820
Right-of-use assets	5.8	5,840	6,016
Total non-current assets		2,881,149	2,983,687
Total assets		2,973,296	3,090,136
Liabilities			
Current liabilities			
Trade and other payables	5.3	15,048	33,988
Provisions	5.5	17,287	16,167
Contract and other liabilities	5.3	3,938	3,635
Trust funds and deposits	5.3	7,842	8,232
Interest-bearing liabilities	5.4	3,229	3,090
Lease liabilities	5.8	779	606
Total current liabilities		48,123	65,718
Non-current liabilities			
Trust funds and deposits	5.3	–	6
Provisions	5.5	1,631	1,444
Interest-bearing liabilities	5.4	9,446	12,679
Lease liabilities	5.8	5,571	5,684
Total non-current liabilities		16,648	19,813
Total liabilities		64,771	85,531
Net assets		2,908,525	3,004,605
Equity			
Accumulated surplus		972,544	958,836
Reserves	9.1	1,935,981	2,045,769
Total Equity		2,908,525	3,004,605

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

for the year ended 30 June 2026

	Note	Total $ '000	Accumulated Surplus $ '000	Revaluation Reserves $ '000	Other Reserves $ '000
2026					
Balance at beginning of the financial year		3,004,605	958,836	2,031,269	14,500
Surplus/(deficit) for the year		13,708	13,708	–	–
Other comprehensive income					
Net asset revaluation gain/(loss)	6.2	(109,788)	–	(109,788)	–
Other comprehensive income		(109,788)	–	(109,788)	–
Total comprehensive income		(96,080)	13,708	(109,788)	–
Balance at end of the financial year		2,908,525	972,544	1,921,481	14,500

	Note	Total Restated $ '000	Accumulated Surplus Restated $ '000	Revaluation Reserves Restated $ '000	Other Reserves Restated $ '000
2025					
Balance at beginning of the financial year		2,230,347	903,087	1,315,260	12,000
Adjustment for prior periods – property, infrastructure, plant and equipment	6.2,11	24,396	24,396	–	–
Adjusted opening balance		2,254,743	927,483	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		3,004,605	958,836	2,031,269	14,500

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 2026

	Note	2026 Inflows/ (Outflows) $ '000	2025 Inflows/ (Outflows) $ '000
Cash flows from operating activities			
Rates and charges		116,163	113,038
Statutory fees and fines		6,655	5,931
User fees		42,858	33,326
Grants - operating		11,052	13,128
Grants - capital		10,817	13,589
Contributions - monetary		7,940	7,689
Interest received		2,670	4,431
Trust funds and deposits taken		32,531	26,939
Other payments		(6,149)	(2,403)
Net GST refund/(payment)		7,049	8,317
Employee costs		(74,571)	(66,426)
Materials and services		(97,490)	(72,004)
Trust funds and deposits repaid		(32,927)	(24,563)
Other payments		(1,425)	(720)
Net cash provided by/(used in) operating activities	9.2	25,173	60,272
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(43,123)	(55,535)
Proceeds from sale of property, infrastructure, plant and equipment		1,505	1,236
Payments for investments		(93,247)	(149,158)
Proceeds from sale of investments		82,246	175,840
Net cash provided by/(used in) investing activities		(52,619)	(27,617)
Cash flows from financing activities			
Finance costs		(657)	(793)
Repayment of borrowings		(3,094)	(2,956)
Interest paid - lease liability		(321)	(331)
Repayment of lease liabilities		(956)	(1,488)
Net cash flow provided by/(used in) financing activities		(5,028)	(5,568)
Net Increase (decrease) in cash and cash equivalents		(32,474)	27,087
Cash and cash equivalents at the beginning of the financial year		78,439	51,352
Cash and cash equivalents at the end of the financial year		45,965	78,439

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 2026

	Note	2026 $ '000	2025 $ '000
Property			
Buildings		26,087	32,619
Total buildings		26,087	32,619
Total property		26,087	32,619
Plant and equipment			
Plant, machinery and equipment		1,173	3,544
Fixtures, fittings and furniture		397	942
Computers and telecommunications		100	136
Total plant and equipment		1,670	4,622
Infrastructure			
Roads		4,770	5,138
Footpaths and cycleways		3,357	2,486
Drainage		1,562	3,009
Waste management		13	24
Parks, open space and streetscapes		4,903	6,702
Off street car parks		433	478
Other infrastructure		–	229
Total infrastructure		15,038	18,066
Total capital works expenditure	6.2	42,795	55,307
Represented by:			
New asset expenditure		10,356	28,908
Asset renewal expenditure		26,941	22,286
Asset upgrade expenditure		5,498	4,113
Total capital works expenditure		42,795	55,307

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Statements

for the year ended 30 June 2026

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 3.4)
- 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.

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 2026

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 30 June 2025. 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 2026 $ '000	Actual 2026 $ '000	Variance $ '000	Variance %	Ref
Income / Revenue					
Rates and charges	116,159	116,602	443	0%	
Statutory fees and fines	5,846	6,871	1,025	18%	1
User fees	35,464	34,816	(648)	(2)%	
Grants - operating	8,131	11,245	3,114	38%	2
Grants - capital	7,234	10,213	2,979	41%	3
Contributions - monetary	6,919	7,678	759	11%	4
Net gain on disposal of property, infrastructure, plant and equipment	7,875	751	(7,124)	(90)%	5
Share of net profits of associates and joint ventures	–	47	47	100%	6
Other income	4,244	4,982	738	17%	7
Total income / revenue	191,872	193,205	1,333	1%	
Expenses					
Employee costs	72,006	73,665	(1,659)	(2)%	8
Materials and services	70,236	67,479	2,757	4%	9
Depreciation	28,125	33,747	(5,622)	(20)%	10
Amortisation - intangible assets	425	302	123	29%	11
Depreciation - right of use assets	1,688	1,192	496	29%	12
Allowance for impairment losses	–	(14)	14	(100)%	
Borrowing costs	656	657	(1)	0%	
Finance costs - leases	413	321	92	22%	13
Other expenses	713	2,148	(1,435)	(201)%	14
Total expenses	174,262	179,497	(5,235)	(3)%	
Surplus/(deficit) for the year	17,610	13,708	(3,902)	(22)%	

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	The favourable variance of $1.03 million for statutory fees and fines is mainly due to a $0.51 million increase in parking fines resulting from increased weekend patrols. This was partially offset by higher casual labour costs. Statutory planning application fees also increased by $0.16 million, reflecting a higher volume of applications driven by greater market confidence and changes to the planning process, including the new VicSmart and Clause 55 pathways. Further favourable variances arose from election fines of $0.12 million and increased animal registrations of $0.083 million.
2.	The favourable variance of $3.11 million for operating grants is mainly due to 50% of the 2025/26 Victorian Grants Commission (VGC) payment, totalling $2.96 million, being brought forward to 2024/25, and subsequently 80% of the estimated 2026/27 VGC payment, totalling $5.02 million, being brought forward to 2025/26. Furthermore, there was $0.69 million of carry forward income from 2024/25 recognised during 2025/26, which was not included within the Budget.
3.	The favourable variance of $2.98 million for capital grants is mainly due to the recognition of capital income for the Croydon Community Wellbeing Precinct Cultural Hub $1.50 million and Croydon Community Wellbeing Precinct - Multipurpose Pavilion and Bowling Greens $1.57 million. The income was recognised in line with expenditure incurred for the relevant projects, which commenced a year prior to budgeted.
4.	The favourable variance of $0.76 million for monetary contributions is mainly due to $0.93 million received from various councils under the new Solar Savers Council Subsidy Program. Through this program, councils contribute towards the cost of solar PV systems or batteries, reducing upfront costs for participants.
5.	The unfavourable variance of $7.12 million for the net gain on disposal of property, infrastructure, plant and equipment is mainly due to rephasing of expected asset sales over the upcoming future years.
6.	The favourable variance of $0.47 million for the share of net profits of associates and joint ventures relates to unbudgeted results from Your Library Ltd and the Narre Warren User Group, recognised as part of the end-of-financial-year processes.
7.	The favourable variance of $0.73 million for other income is mainly due to a $0.49 million increase in interest on investments and $0.38 million of general income reclassified from user fees.
8.	The unfavourable variance of $1.66 million for employee costs is mainly due to the reclassification of $1.50 million from materials and services to employee costs.
9.	The favourable variance of $2.76 million for materials and services is mainly due to the reclassification of $1.50 million to employee costs, $0.38 million in unspent new initiatives to be carried forward to 2026/27, and a net reduction in various contractor costs across Council, including fleet operating, waste management and asset management costs.
10.	The unfavourable variance of $5.62 million for depreciation mainly reflects year-end depreciation adjustments resulting from the significant increase in the asset base following changes to the accounting requirements under AASB 13 in 2024/25. The 2025/26 depreciation budget was prepared before the valuation data was finalised and therefore could not account for the full impact of the increase in the asset base on depreciation expense.
11.	The favourable variance of $0.12 million for amortisation of intangible assets is mainly due to the lower-than-budgeted opening intangible asset balance. The lower opening amortisable asset base resulted in lower amortisation expense than budgeted.

Note 2.1 Performance against budget (continued)

12 The favourable variance of $0.49 million for depreciation of right-of-use assets is mainly due to council's computer leases ending in October 2025, rather than continuing for the full year as budgeted.

13 The favourable variance of $0.09 million for finance costs for leases is mainly due to a number of leases across expiring during 2025/26, resulting in lower lease interest expense.

14 The unfavourable variance of $1.41 million for other expenses is mainly due to $1.18 million of asset write-offs during the period. This amount relates to ageing infrastructure assets identified through reviews undertaken prior to maintenance works.

Notes to the Financial Statements

for the year ended 30 June 2026

Note 2.1 Performance against budget (continued)

2.1.2 Capital works

	Budget 2026 $ '000	Actual 2026 $ '000	Variance $ '000	Variance %	Ref
Property					
Buildings	22,276	26,087	3,811	17%	1
Total buildings	22,276	26,087	3,811	17%	
Total property	22,276	26,087	3,811	17%	
Plant and equipment					
Plant, machinery and equipment	1,257	1,173	(84)	(7)%	
Fixtures, fittings and furniture	809	397	(412)	(51)%	2
Computers and telecommunications	326	100	(226)	(69)%	3
Total plant and equipment	2,392	1,670	(722)	(30)%	
Infrastructure					
Roads	5,751	4,770	(981)	(17)%	4
Footpaths and cycleways	4,487	3,357	(1,130)	(25)%	5
Drainage	3,130	1,562	(1,568)	(50)%	6
Waste management	50	13	(37)	(74)%	7
Parks, open space and streetscapes	4,454	4,903	449	10%	8
Off street car parks	440	433	(7)	(2)%	
Other infrastructure	3,045	–	(3,045)	(100)%	9
Total infrastructure	21,357	15,038	(6,319)	(30)%	
Total capital works expenditure	46,025	42,795	(3,230)	(7)%	
Represented by:					
New asset expenditure	6,597	10,356	3,759	57%	10
Asset renewal expenditure	31,222	26,941	(4,281)	(14)%	11
Asset upgrade expenditure	8,206	5,498	(2,708)	(33)%	12
Total capital works expenditure	46,025	42,795	(3,230)	(7)%	

Notes to the Financial Statements

for the year ended 30 June 2026

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	The overspend of $3.81 million for buildings is mainly due to the completion of several projects carried forward from 2024/25, most notably the Ringwood Activity Area Car Park ($4.80 million), Croydon Community Hub U4 ($0.36 million), and Gracedale Tennis Pavilion ($0.30 million). Council also brought forward the commencement of the CCWP Multipurpose and Bowling Green project, resulting in expenditure of $1.57 million. This was partially offset by expenditure on the Croydon Community Wellbeing Precinct Cultural Hub being lower than budgeted for the year ($3.60 million).
2.	The underspend of $0.41 million for fixtures, fittings and furniture is due to $0.38 million allocated to the replacement of equipment within the Aquanation facility, which was spent on equipment that formed part of the building's asset classification components; therefore, the expenditure was allocated to the buildings asset class.
3.	The underspend of $0.23 million for computers and telecommunications relates to system implementation costs being moved into operating expenditure ($0.22 million), as it did not meet the criteria to be classified as an asset.
4.	The underspend of $0.98 million for roads is mainly due to several grant-funded projects that were budgeted for in 2025/26 but will be carried forward to 2026/27. The main project is the Roads to Recovery grant funded Holloway Road project, for which $0.81 million was budgeted. The design works were undertaken in 2025/26, with construction commencing in 2026/27 and continuing into 2027/28.
5.	The underspend of $1.13 million for footpaths and cycleways is mainly due to the Bedford Road Bicycle Path project, which was budgeted at $1.90 million for 2025/26. The project commenced during the year, with $1.46 million to be carried forward to 2026/27. This was partially offset by $0.63 million allocated to footpaths for the Croydon Main Street Redevelopment project, which was budgeted under Other Infrastructure.
6.	The underspend of $1.57 million for drainage is mainly due several significant drainage projects being completed or progressed during 2025/26, including the completion of the carried-forward Mullum Mullum Retarding Basin project, valued at $0.28 million. The design for the Smithdale Avenue Flood Mitigation works was completed; however, construction did not commence, resulting in a carry-forward of $0.34 million into 2026/27. Similarly, the design for the San Remo Road Flood Mitigation project was completed and construction of stage 1 commenced. However, $0.47 million will be carried forward to 2026/27 to complete the project. A further $0.24 million will be carried forward for stormwater renewal works and easement upgrades into 2026/27. A further $0.56 million that was budgeted within drainage however the expenditure has been classified against roads or parks, open space and streetscapes to align with the nature of the asset expenditure.
7.	The slight underspend of $0.04 million on waste management was due to $0.05 million being allocated to turning point works each year however this was not achieved during the year.
8.	The overspend of $0.45 million on parks, open space and streetscapes due to approximately $1.27 million being allocated to projects through transfers from other asset classes, including buildings, footpaths and drainage. Carry forward projects from 2024/25 into 2025/26, including the Norwood Reserve Improvements ($0.28 million) and Croydon Z Space ($0.13 million), were completed during the period. These completed projects were offset by the Woodland Park Open Space Renewal project ($0.50 million) and a further four play and gathering place projects ($0.51 million), which were carried forward into 2026/27.
9.	The underspend of $3.05 million on other infrastructure mainly relates to the Ringwood Metro Activity Centre project having incurred no expenditure during the year, resulting in an underspend of $0.60 million compared to budget. The other major budget item was the $2.00 million Croydon Main Street Redevelopment project, of which $0.63 million was spent during the financial year but allocated to the footpaths and cycleways asset class.

Note 2.1 Performance against budget (continued)

10. The overspend of $3.76 million on new assets is due to the timing of the Ringwood Activity Centre Carpark project, with the works fully budgeted for 2024/25 but completed during the early stages of the 2025/26 financial year. This was offset by the carry-forward of $1.46 million for the Bedford Road Bicycle Path project into 2026/27.

11. The underspend of $4.28 million for renewal works is mainly due to the Croydon Community Wellbeing Precinct Cultural Hub, for which $13.00 million was budgeted in 2025/26 and $10.00 million was expended during the year. The variance was further impacted by the carry-forward of $0.81 million for the Smithdale Avenue and San Remo Road Flood Mitigation projects.

12. The underspend of $2.71 million for upgrade works is mainly due to the Croydon Community Wellbeing Precinct Cultural Hub. While construction works commenced in 2025/26, a portion of more than $3.20 million budgeted for was not expended and will be carried forward to 2026/27.

Notes to the Financial Statements

for the year ended 30 June 2026

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 includes the following Service Areas:

- Projects and Asset Management 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 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 responsible for:

- ensuring 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.

Corporate

The directorate includes the following Service Areas:

- Finance and Commercial delivers comprehensive accounting, financial analysis, payroll administration, and revenue management services. The team ensures compliance with legislative requirements, supports the organisation's financial sustainability and strategic goals, and enables the efficient, accurate, and timely processing of supplier payments and staff payroll.
- Cyber and Technology oversees the technology, tools, people, and processes that support delivery of all of Councils core Information and Communication Technologies (ICT). This includes all network and server infrastructure, software applications, video and audio calling systems, as well as a large fleet of end user computing devices such as laptops and smartphones.
- Governance and Performance provides a range of statutory, compliance and overall performance-based activities which include: corporate planning and reporting, procurement and purchasing, contracts and tenders, Council governance, risk management, integrity policy and controls, waste management, along with the operations of Realm. These core functions provide a level of support and guidance to the organisation, in the delivery of statutory and legislative obligations.
- 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.

Note 2.2 Analysis of Council results by program (continued)

Community

The directorate includes the following Service Areas:
- 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.
- 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.

City Growth and Precincts

The directorate includes the following Service Areas:
- 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.
- 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.

Notes to the Financial Statements

for the year ended 30 June 2026

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
2026					
Assets and Leisure	43,663	92,396	(48,733)	10,263	2,872,430
Chief Executive Office	5	1,925	(1,920)	–	–
Corporate	125,078	39,698	85,380	7,941	100,866
Community	9,665	23,822	(14,157)	2,980	–
City Growth & Precincts	14,794	21,656	(6,862)	274	–
Total functions and activities	193,205	179,497	13,708	21,458	2,973,296

Functions/activities	Income / Revenue $ '000	Expenses $ '000	Surplus / (Deficit) $ '000	Grants included in income / revenue $ '000	Total assets Restated $ '000
2025					
Assets and Leisure	55,625	80,205	(24,580)	25,353	2,974,946
Chief Executive Office	5	1,829	(1,824)	–	–
Corporate	121,397	38,217	83,180	8,721	115,190
Community	11,470	28,553	(17,083)	3,567	–
City Growth & Precincts	12,787	18,627	(5,840)	360	–
Total functions and activities	201,284	167,431	33,853	38,001	3,090,136

Notes to the Financial Statements

for the year ended 30 June 2026

Note 3. Funding for the delivery of our services

	2026 $ '000	2025 $ '000

3.1 Rates and charges

Council uses capital improved value ("CIV") as the basis of valuation of all properties within the municipal district. The CIV of a property is the market value of land and improvements.

The valuation base used to calculate general rates for 2025/2026 was $48.64 billion (2024/25 $46.45 billion).

General rates	93,325	90,171
Waste management charge	21,874	20,496
Special rates and charges	56	158
Supplementary rates and rate adjustments	878	521
Interest on rates and charges	451	416
Cultural and recreational	18	19
Total rates and charges	116,602	111,781

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2025, and the valuation will be first applied in the rating year commencing 1 July 2025.

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.

	2026 $ '000	2025 $ '000

3.2 Statutory fees and fines

Infringements and costs	2,669	1,814
Court recoveries	424	367
Town planning fees	1,623	1,287
Land information certificates	144	133
Permits	1,984	1,908
Other	27	10
Total statutory fees and fines	6,871	5,519

Statutory fees and fines are recognised as income when 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 2026

Note 3. Funding for the delivery of our services (continued)

	2026 $ '000	2025 $ '000
3.3 User fees		
Active leisure centres	26,506	24,889
Aged and health services	744	764
Asset Protection	327	292
Child care and children's programs	506	503
Community facilities recreation	945	958
Community health	98	80
Local laws	331	219
Occupation road reserve	135	67
Performing arts, functions and conferences	3,934	3,652
Public notices	121	85
Engineering and Building services	626	532
Youth programs	6	17
Other fees / charges	537	559
Total user fees	34,816	32,617
User fees by timing of revenue recognition		
User fees recognised at a point in time	34,827	32,617
Total user fees	34,827	32,617

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

	2026 $ '000	2025 $ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	14,726	35,059
State funded grants	6,732	2,942
Total grants received	21,458	38,001
(a) Operating Grants		
Recurrent - Commonwealth Government		
Aged care	374	1,169
Financial Assistance Grants	7,941	8,721
Recurrent - State Government		
Aged care	4	4
Community Health	79	69
Maternal and child health	1,546	1,427
Youth and Children services	18	76
Total recurrent operating grants	9,962	11,466
Non-recurrent - Commonwealth Government		
Other	33	10
Sport and recreation	11	54

Note 3. Funding for the delivery of our services (continued)

	2026 $ '000	2025 $ '000
Non-recurrent - State Government		
Activity Centre Development	14	196
Engineering and Building Services	37	9
Community health	129	26
Community wellbeing	–	51
Engineering services	11	84
Maternal and child health	160	150
Sport and recreation	39	62
Strategic Planning and Sustainability	143	88
Youth and Children services	706	535
Natural Environment	–	40
Total non-recurrent operating grants	1,283	1,305
Total operating grants	11,245	12,771

(b) Capital Grants

Non-recurrent - Commonwealth Government		
Buildings	5,751	878
Car parks	578	23,090
Footpaths and cycleways	18	–
Recreational, leisure and community facilities	20	–
Roads	–	1,137
Non-recurrent - State Government		
Buildings	2,030	81
Commercial centres	–	7
Sport and recreation	225	–
Engineering and Building Services	508	–
Roads	1,083	37
Total non-recurrent capital grants	10,213	25,230
Total capital grants	10,213	25,230

(c) Unspent grants received on condition that they be spent in a specific manner:

Operating		
Balance at start of year	993	996
Received during the financial year and remained unspent at balance date	437	717
Received in prior years and spent during the financial year	(762)	(720)
Balance at year end	668	993
Capital		
Balance at start of year	2,691	14,517
Received during the financial year and remained unspent at balance date	2,938	2,149
Received in prior years and spent during the financial year	(2,339)	(13,975)
Balance at year end	3,290	2,691

Unspent grants are determined and disclosed on a cash basis.

Note 3. Funding for the delivery of our services (continued)

	2026 $ '000	2025 $ '000
3.5 Contributions		
Monetary	7,678	7,468
Total contributions	7,678	7,468
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.

	2026 $ '000	2025 $ '000
3.6 Net gain on disposal of property, infrastructure, plant and equipment		
Proceeds of sale - monetary	1,505	1,236
Written down value of assets disposed	(754)	(1,414)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	751	(178)

The profit on sale of an asset is determined when control of the asset has passed to the buyer.

	2026 $ '000	2025 $ '000
3.7 Other income		
Interest on investments	2,745	3,605
Container Deposit Scheme Rebate	230	334
Childcare Subsidy	308	298
Rent	1,047	960
Other	652	394
Total other income	4,982	5,591

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 2026

Note 4. The cost of delivering services

	2026 $ '000	2025 $ '000

4.1 Employee costs

(a) Employee costs

Wages and salaries	53,784	50,885
WorkCover	1,101	1,087
Casual staff	10,519	9,797
Superannuation	7,595	6,986
Fringe benefits tax	666	581
Total employee costs	73,665	69,336

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	103	113
	103	113

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,398	3,225
Employer contributions - other funds	4,094	3,648
	7,492	6,873

Total superannuation costs	7,595	6,986

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 2026

Note 4. The cost of delivering services (continued)

	2026 $ '000	2025 $ '000
4.2 Materials and services		
Agency staff	729	582
Apprentices	687	470
Bank charges	348	335
Cleaning	1,333	1,253
Communications, postage and advertising	821	1,079
Consultants	1,428	1,184
Cost of goods sold	1,822	1,238
Fire services levy	438	149
Food costs - meals on wheels	465	675
Fuels, oil, registrations and running costs - plant and fleet	1,598	1,480
Grants to the community	558	547
Insurance	2,224	2,769
Legal fees	272	509
Library contribution	3,210	3,117
Licence fees	2,172	1,191
Maintenance	6,463	5,698
Marketing and promotion	118	133
Materials	2,060	2,054
Memberships and subscriptions	412	466
Printing and stationary	328	268
Security	755	610
Training	462	280
Uniforms	127	120
Utilities	4,324	3,981
Other	4,786	4,174
Contract payments	22,523	21,726
Contractors	7,016	6,366
Total materials and services	67,479	62,454

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 2026

Note 4. The cost of delivering services (continued)

	2026 $ '000	2025 $ '000
4.3 Depreciation		
Property		
Buildings - non specialised	8,522	7,139
Total depreciation - property	8,522	7,139
Plant and equipment		
Plant machinery and equipment	1,963	1,866
Fixtures fittings and furniture	700	818
Computers and telecommunications	37	16
Total depreciation - plant and equipment	2,700	2,700
Infrastructure		
Roads	8,402	7,392
Bridges	82	151
Footways and cycleways	3,023	2,195
Drainage	6,927	5,728
Parks open spaces and streetscapes	3,522	2,971
Off street car parks	569	385
Total depreciation - infrastructure	22,525	18,822
Total depreciation	33,747	28,661

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy

	2026 $ '000	2025 $ '000
4.4 Amortisation - Intangible assets		
Software	302	332
Total Amortisation - Intangible assets	302	332

	2026 $ '000	2025 $ '000
4.5 Depreciation - Right of use assets		
Vehicles	587	587
Photocopiers	25	46
IT Equipment	254	742
Leisure equipment	323	171
Land	3	3
Total Depreciation - Right of use assets	1,192	1,549

Notes to the Financial Statements

for the year ended 30 June 2026

Note 4. The cost of delivering services (continued)

	2026 $ '000	2025 $ '000
4.6 Allowance for impairment losses		
Other debtors	(14)	663
Total allowance for impairment losses	(14)	663
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	74	115
New allowances recognised during the year	–	–
Amounts already allowed for and written off as uncollectible	(4)	–
Other movement in impairment provision	(14)	(41)
Balance at end of year	56	74

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.

	2026 $ '000	2025 $ '000
4.7 Borrowing costs		
Interest - Borrowings	657	793
Total borrowing costs	657	793

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.

	2026 $ '000	2025 $ '000
4.8 Finance Costs - Leases		
Interest - Lease Liabilities	321	331
Total finance costs	321	331

	2026 $ '000	2025 $ '000
4.9 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	103	84
Auditors' remuneration - Internal Audit	114	82
Councillors' allowances	425	386
Operating Lease rentals	204	112
Assets written-off / impaired	1,212	2,371
Other	90	99
Total other expenses	2,148	3,134

Notes to the Financial Statements

for the year ended 30 June 2026

Note 5. Investing in and financing our operations

	2026 $ '000	2025 $ '000
5.1 Financial assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	19	19
Cash at bank	22,481	47,702
Term deposits	23,465	30,718
Total current cash and cash equivalents	45,965	78,439
(b) Other financial assets		
Current		
Term deposits	20,320	9,319
Total other financial assets	20,320	9,319
Total cash and cash equivalents and other financial assets	66,285	87,758

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

(c) Trade & Other Receivables		
Current		
Statutory receivables		
Rates debtors	6,736	5,087
Garbage charges - debtors	1,229	1,118
Infringement debtors	563	347
Net GST receivable	410	619
Non-statutory receivables		
Project contribution receivables	19	21
Allowance for expected credit loss - other debtors	(56)	(74)
Interest accrued - other investments	447	146
Other debtors	9,818	4,864
Total current trade and other receivables	19,166	12,128

Note 5. Investing in and financing our operations (continued)

	2026 $ '000	2025 $ '000
Non-Current		
Statutory receivables		
Non-statutory receivables		
Project contribution receivables	51	76
Other debtors	141	48
Total non-current trade and other receivables	192	124
Total trade and other receivables	19,358	12,252

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)	9,999	4,734
Past due by up to 30 days	161	158
Past due between 31 and 180 days	43	79
Past due between 181 and 365 days	81	59
Past due by more than 1 year	192	125
Total trade and other receivables	10,476	5,155

Note 5. Investing in and financing our operations (continued)

	2026 $ '000	2025 $ '000

5.2 Non-financial assets

(a) Inventories

Inventories held for distribution	137	155
Inventories held for sale	445	414
Total inventories	582	569

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	2,402	2,007
Total other assets	2,402	2,007

(c) Intangible assets

Software	662	820
Total intangible assets	662	820

	Software $ '000	Total $ '000
Gross Carrying Amount		
Balance at 1 July 2025	1,514	1,514
Other additions	143	143
Disposals	(368)	(368)
Balance at 30 June 2026	1,289	**1,289**
Accumulated amortisation and impairment		
Balance at 1 July 2025	694	694
Amortisation expense	302	302
Disposals	(369)	(369)
Balance at 30 June 2026	627	**627**
Net book value at 30 June 2025	820	820
Net book value at 30 June 2026	662	662

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.

Note 5. Investing in and financing our operations (continued)

	2026 $ '000	2025 $ '000

5.3 Payables, trust funds and deposits and contract and other liabilities

(a) Trade and other payables

Current		
Non-statutory payables		
Trade payables	11,963	31,518
Accrued expenses	3,082	2,470
Total current trade and other payables	15,048	33,988

(b) Trust funds and deposits

Current		
Refundable deposits	6,334	4,599
Emergency Services and Volunteers Fund	1,052	3,472
Retention amounts	290	161
Special rate assessment	166	–
Total current trust funds and deposits	7,842	8,232
Non-current		
Refundable deposits	–	6
Total non-current trust funds and deposits	–	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.

Emergency Services and Volunteers Fund
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
Maroondah City Council has established the Croydon Main Street Traders Association Special Charge Scheme to fund initiatives that support and promote businesses within the Croydon Main Street precinct. The scheme will operate for a five-year period from 2026 to 2031, with the special charge levied on eligible properties in accordance with the approved scheme.

Note 5. Investing in and financing our operations (continued)

	2026 $ '000	2025 $ '000
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance:		
Grants received in advance - operating	622	922
Total grants received in advance	622	922
User fees received in advance:		
Other	26	26
Total user fees received in advance	26	26
Total current contract liabilities	648	948
Other liabilities		
Current		
Deferred capital grants	3,290	2,687
Total current other liabilities	3,290	2,687
Total current contract and other liabilities	3,938	3,635

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.

	2026 $ '000	2025 $ '000
5.4 Interest-bearing liabilities		
Current		
Treasury Corporation of Victoria borrowings - secured	1,269	1,224
Borrowings - secured	1,960	1,866
Total current interest-bearing liabilities	3,229	3,090
Non-current		
Treasury Corporation of Victoria borrowings - secured	4,091	5,359
Borrowings - secured	5,355	7,320
Total non-current interest-bearing liabilities	9,446	12,679
Total	12,675	15,769

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	3,229	3,090
Later than one year and not later than five years	9,446	12,679
Total	12,675	15,769

Note 5. Investing in and financing our operations (continued)

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.

5.5 Provisions

	Employee provisions $ '000	Other $ '000	Total $ '000
2026			
Balance at the beginning of the financial year	17,036	575	17,611
Additional provisions	7,162	125	7,287
Amounts used	(5,762)	(200)	(5,962)
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	18,418	500	18,918
Provisions			
Provisions - current	16,787	500	17,287
Provisions - non-current	1,631	–	1,631
Total Provisions	18,418	500	18,918
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

Notes to the Financial Statements

for the year ended 30 June 2026

Note 5. Investing in and financing our operations (continued)

	2026 $ '000	2025 $ '000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	4,041	3,565
Long service leave	1,265	1,211
Service gratuities	7	6
	5,313	4,782
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,702	1,337
Long service leave	9,753	9,452
Service gratuities	19	21
	11,474	10,810
Total current employee provisions	16,787	15,592
Non-Current		
Long service leave	1,631	1,444
Total Non-Current Employee Provisions	1,631	1,444
Aggregate Carrying Amount of Employee Provisions:		
Current	16,787	15,592
Non-current	1,631	1,444
Total Aggregate Carrying Amount of Employee Provisions	18,418	17,036

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	3.04%	4.20%
- inflation rate	4.15%	4.25%

(b) Other provisions		
Current		
Insurance Excess	500	575
Total	500	575

Note 5. Investing in and financing our operations (continued)

	2026 $ '000	2025 $ '000
5.6 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June 2026.		
Bank overdraft	1,500	1,500
Corporate purchasing cards	300	300
Treasury Corporation of Victoria facilities	5,359	6,583
Other facilities	7,315	9,185
Total Facilities	14,474	17,568
Used facilities	(12,899)	(15,958)
Used facilities	(12,899)	(15,958)
Unused facilities	1,575	1,610

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
2026					
Operating					
Recycling	1,841	1,914	6,095	14,800	24,650
Waste management	16,458	17,117	54,493	132,329	220,397
Cleaning contracts for council buildings	2,480	1,657	295	–	4,432
Other	5,101	2,065	1,407	1,952	10,525
Total	25,880	22,753	62,290	149,081	260,004
Capital					
Buildings	20,285	40,002	3,436	–	63,723
Roads	9,217	4,561	–	–	13,778
Parks and reserves	7,940	7,263	1,086	–	16,289
Total	37,442	51,826	4,522	–	93,790
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

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.

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
2026						
Balance at 1 July 2025	5,436	30	296	244	10	6,016
Additions	–	80	–	938	–	1,018
Depreciation charge	(587)	(25)	(255)	(325)	(3)	(1,195)
Balance at 30 June 2026	4,849	86	41	857	7	5,840
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

(b) Lease Liabilities

	2026 $ '000	2025 $ '000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	1,068	1,101
One to five years	3,754	3,326
More than five years	2,838	3,310
Total undiscounted lease liabilities as at 30 June:	7,660	7,737
Lease liabilities included in the Balance Sheet at 30 June:		
Current	779	606
Non-current	5,571	5,684
Total lease liabilities	6,350	6,290

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 2026

Note 6. Assets we manage

	2026 $ '000	2025 $ '000
6.1 Non-current assets classified as "held for sale"		
Current		
Land	3,712	3,987
Total non current assets classified as held for sale	3,712	3,987

Additional disclosures:
Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

Notes to the Financial Statements

for the year ended 30 June 2026

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 2025 $ '000	Additions $ '000	Revaluation $ '000	Disposal $ '000	Depreciation $ '000	Write-off $ '000	Transfers $ '000	Carrying amount 30 June 2026 $ '000
Property	1,451,014	8,352	–	(33)	(8,522)	(12)	29,538	1,480,337
Plant and equipment	18,290	1,667	–	(445)	(2,700)	–	–	16,812
Infrastructure	1,469,183	12,310	(109,788)	–	(22,525)	(993)	1,834	1,350,021
Work in progress	35,986	20,466	–	–	–	(96)	(31,372)	24,984
Total	2,974,473	42,795	(109,788)	(478)	(33,747)	(1,101)	–	2,872,154

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. 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 fair value 30 June 2025	At Fair value 1 July 2025	Adjustments for prior periods	Adjusted Carrying amount 30 June 2025
	$'000	$'000	$'000	$'000
Property	1,451,014	1,451,014	-	1,451,014
Plant and equipment	18,290	18,290	-	18,290
Infrastructure	1,444,787	1,444,787	24,396	1,469,183
Work in progress	35,986	35,986	-	35,986
Total	**2,950,077**	**2,950,077**	**24,396**	**2,974,473**

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	31,960	17,735	(44)	(29,538)	20,113
Plant and equipment	–	3	–	–	3
Infrastructure	4,026	2,728	(52)	(1,834)	4,868
Total	35,986	20,466	(96)	(31,372)	24,984

Notes to the Financial Statements

for the year ended 30 June 2026

Note 6. Assets we manage (continued)

	Land specialised $ '000	Land non specialised $ '000	Total land $ '000	Buildings non specialised $ '000	Total buildings $ '000	Work in progress $ '000	Total property $ '000
Property							
At fair value 1 July 2025	1,008,377	12,820	1,021,197	579,716	579,716	31,960	1,632,873
Accumulated depreciation at 1 July 2025	–	–	–	(149,899)	(149,899)	–	(149,899)
	1,008,377	12,820	**1,021,197**	429,817	**429,817**	31,960	**1,482,974**
Movements in fair value							
Additions	–	–	–	8,352	8,352	17,735	26,087
Revaluation	–	–	–	–	–	–	–
Disposal	(33)	–	(33)	–	–	–	(33)
Write-off	–	–	–	(28)	(28)	(44)	(72)
Transfers	–	–	–	29,538	29,538	(29,538)	–
	(33)	–	**(33)**	37,862	**37,862**	(11,847)	**25,982**
Movements in accumulated depreciation							
Depreciation and amortisation	–	–	–	(8,522)	(8,522)	–	(8,522)
Accumulated depreciation of disposals	–	–	–	–	–	–	–
Revaluation	–	–	–	–	–	–	–
Write off	–	–	–	16	16	–	16
	–	–	**–**	(8,506)	**(8,506)**	–	**(8,506)**
At fair value 30 June 2026	1,008,344	12,820	1,021,164	617,578	617,578	20,113	1,658,855
Accumulated depreciation at 30 June 2026	–	–	–	(158,405)	(158,405)	–	(158,405)
Carrying amount	1,008,344	12,820	**1,021,164**	459,173	**459,173**	20,113	**1,500,450**

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 cost 1 July 2025	15,660	9,422	518	3,931	29,531	–	29,531
Accumulated depreciation at 1 July 2025	(7,142)	(3,841)	(258)	–	(11,241)	–	(11,241)
	8,518	5,581	260	3,931	**18,290**	–	**18,290**
Movements in carrying value							
Additions	1,173	386	100	8	1,667	3	1,670
Disposal	(1,816)	–	–	–	(1,816)	–	(1,816)
Revaluation	–	–	–	–	–	–	–
	(643)	386	100	8	**(149)**	3	**(146)**
Movements in accumulated depreciation							
Depreciation and amortisation	(1,963)	(700)	(37)	–	(2,700)	–	(2,700)
Accumulated depreciation of disposals	1,371	–	–	–	1,371	–	1,371
Write off	–	–	–	–	–	–	–
	(592)	(700)	(37)	–	**(1,329)**	–	**(1,329)**
At cost 30 June 2026	15,017	9,808	618	3,939	29,382	3	29,385
Accumulated depreciation at 30 June 2026	(7,734)	(4,541)	(295)	–	(12,570)	–	(12,570)
Carrying amount	7,283	5,267	323	3,939	**16,812**	3	**16,815**

Plant and equipment are carried at historical cost.

Notes to the Financial Statements

for the year ended 30 June 2026

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 2025 Restated	869,629	8,232	359,131	1,203,439	146,333	47,010	2,633,774	4,026	2,637,800
Accumulated depreciation at 1 July 2025 Restated	(365,842)	(3,795)	(202,920)	(513,830)	(67,663)	(10,541)	(1,164,591)	–	(1,164,591)
	503,787	4,437	156,211	689,609	78,670	36,469	**1,469,183**	4,026	**1,473,209**
Movements in fair value									
Additions	3,438	–	2,207	1,527	4,713	425	12,310	2,728	15,038
Revaluation	(129,397)	–	(119,970)	–	–	(4,771)	(254,138)	–	(254,138)
Write-off	(221)	–	–	(1,835)	(78)	(70)	(2,204)	(52)	(2,256)
Transfers	–	–	223	1,218	393	–	1,834	(1,834)	–
	(126,180)	–	(117,540)	910	5,028	(4,416)	**(242,198)**	842	**(241,356)**
Movements in accumulated depreciation									
Depreciation and amortisation	(8,402)	(82)	(3,023)	(6,927)	(3,522)	(569)	(22,525)	–	(22,525)
Revaluation	55,345	–	91,926	–	–	(2,921)	144,350	–	144,350
Write-off	165	–	–	1,011	23	12	1,211	–	1,211
	47,108	(82)	88,903	(5,916)	(3,499)	(3,478)	**123,036**	–	**123,036**
At fair value 30 June 2026	743,449	8,232	241,592	1,204,349	151,361	42,594	2,391,577	4,868	2,396,445
Accumulated depreciation at 30 June 2026	(318,734)	(3,877)	(114,018)	(519,746)	(71,162)	(14,019)	(1,041,556)	–	(1,041,556)
Carrying amount	424,715	4,355	127,574	684,603	80,199	28,575	**1,350,021**	4,868	**1,354,889**

Note 6. Assets we manage (continued)

Acquisition
Initial measurement
Council initially measures its property, infrastructure, plant and equipment assets at cost. The cost of an acquired asset is the fair value of the consideration that Council has provided 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 to Note 8.4 for more information on how Council measures fair value.

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	15 - 100	20
road substructure	200	20
road formation	200	20
road kerb, channel and minor culverts	80 - 100	5
road appurtenance	10 - 100	5
drainage	110 - 175	5
footpaths and cycleways	10 - 80	5
Parks, reserves and recreational		
sub-surface drainage	10	5
irrigation	15	5
lake improvement works	60 - 80	5
sporting grounds surfaces	15 - 60	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

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 Patrick Cantelo AAPI - Certified Practicing Valuer No. 108928, with a comprehensive valuation last performed for balances at June 30 2025. 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. Where land use is not restricted, highest and best use is assumed to be current use, except where the land is held for sale, or highly likely to be used for an alternative purpose within 12 months of the reporting date.

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.

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. A comprehensive revaluation of Land & Buildings will next be conducted for balances as at June 2028.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2026 in thousands are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Land specialised	–	–	1,008,344	Jun/26	Indexed
Land	–	12,820	–	Jun/26	Indexed
Buildings	–	65,675	393,498	Jun/26	Indexed
Total	–	78,495	1,401,842		

A definition of Level 1 through to Level 3 is provided in note 8.4

Note 6. Assets we manage (continued)

Valuation of Infrastructure
Valuation of infrastructure assets have been determined in accordance with an independent valuation undertaken by Antonio Blefari MIEAust, CQS, NER, registration number PE0008367.

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.

Infrastructure assets comprising Roads, Bridges, Footpaths & cycleways, Drainage & Off street car parks were comprehensively revalued at 30 June 2025 by Prowse using valuation methodologies and assumptions considered appropriate at that time with the first year adoption of AASB 13 accounting standard changes in determination of replacement cost estimates.

At 30 June 2026, Roads, Bridges, Footpaths & cycleways & Off street car parks were comprehensively valued by Modelve. In undertaking the valuation, Modelve determined replacement costs and unit rates using current construction cost information, relevant industry benchmark data and valuation assumptions specific to the asset classes being assessed.

Changes in valuation assumptions in respect of costs associated with site preparation, disruption costs, costs to restore another entity's assets and costs associated with removing unwanted existing structures have occurred with the change in valuer, resulting in an overall decrease in the revalued asset classes.

Differences in the valuation methodologies, assumptions and inputs adopted in the current year compared with the prior valuation resulted in revised unit rates and a corresponding reduction in carrying values.

Management has independently reviewed the current year valuation changes to ensure the valuation assumptions and estimates are supported and reasonable.

A comprehensive valuation of drainage will next be conducted for balances as at June 2027.

Details of the Council’s infrastructure and information about the fair value hierarchy as at 30 June 2026 in thousands are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Roads	–	–	424,715	Jun/26	Full revaluation
Bridges	–	–	4,355	Jun/26	Indexation
Footpaths and cycleways	–	–	127,574	Jun/26	Full revaluation
Drainage	–	–	684,603	Jun/26	Indexation
Off street car parks	–	–	28,575	Jun/26	Full revaluation
Total	–	–	1,269,822		

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

Note 6. Assets we manage (continued)

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.

	2026 $ '000	2025 $ '000
Reconciliation of specialised land		
Land under roads	258,597	258,597
Parks, reserves and other	749,747	749,780
Total specialised land	1,008,344	1,008,377

Note 6. Assets we manage (continued)

	2026 $ '000	2025 $ '000

6.3 Investments in associates, joint arrangements and subsidiaries

(a) Investments in associates

Investments in associates accounted for by the equity method are:		
Your Library Ltd	2,106	2,043
Narre Warren User Group	195	211
Total investments in associates and joint arrangements	2,301	2,254

Associates and joint arrangements - in profit/loss		
Your Library Ltd	63	164
Narre Warren User Group	(16)	(15)
Total surplus (deficit) for year in associates and joint arrangements	47	149

Your Library Ltd

Background
Council's equity share in Your Library Ltd as at 30 June 2026, 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	2,043	1,879
Reported surplus (deficit) for year	63	164
Council's share of accumulated surplus (deficit) at end of year	2,106	2,043

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	211	226
Reported surplus (deficit) for year	(16)	(15)
Council's share of accumulated surplus (deficit) at end of year	195	211

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.

Notes to the Financial Statements

for the year ended 30 June 2026

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Associates
Interests in 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

L. Hancock (Mayor November 2025 - June 2026)
K Spears (Mayor July 2025 - November 2025)
P. Mcdonald
C. Jones
R. Steane
C. Gordon
C. Rex
N. Henderson
D. Heatherich

Key Management Personnel

Chief Executive Officer - Steve Kozlowski
Director - Community* - Marianne Di Giallonardo
Director - City Growth & Precincts* - Andrew Fuaux
Director - Assets and Leisure - Adam Todorov
Director - Corporate*- Antonio Rocca (July 2025 - June 2026)**
A/G Director - Corporate* - Steve Bishop (June 2026 - June 2026)**
A/G Director - Corporate* - *Phil Medley (June 2026 - June 2026)***

*In January 2026 a review of the organisation's structure was conducted which resulted in incremental changes to directorate responsibilities and titles.
**Council's incumbent Director - Corporate departed the organisation in June 2026, with acting arrangements for the role remaining in place until year-end.

	2026 No.	2025 No.
Total Number of Councillors	9	13
Total of Chief Executive Officer and other Key Management Personnel	7	5
Total Number of Key Management Personnel	16	18

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.

	2026 $ '000	2025 $ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,282	1,790
Other long-term employee benefits	24	32
Post-employment benefits	281	211
Total	2,587	2,033

	2026 No.	2025 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
$10,000 - $19,999	–	4
$20,000 - $29,999	–	4
$30,000 - $39,999	6	3
$40,000 - $49,999	–	1
$50,000 - $59,999	1	–
$60,000 - $69,999	1	–
$90,000 - $99,999	1	–
$100,000 - $109,999	–	1
$210,000 - $219,999	2	–
$270,000 - $279,999	–	1
$280,000 - $289,999	1	2
$290,000 - $299,999	–	1
$310,000 - $319,999	3	–
$460,000 - $469,999	–	1
$490,000 - $499,999	1	–
Total	16	18

Notes to the Financial Statements

for the year ended 30 June 2026

Note 7. People and relationships (continued)

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds $170,000 and who report directly to a member of the KMP.

	2026 $ '000	2025 $ '000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	2,475	2,547
Other long-term employee benefits	43	46
Post-employment benefits	230	293
Total	2,748	2,886

	2026 No.	2025 No.
The number of other senior staff are shown below in their relevant income bands:		
Income Range:		
$150,000 - $159,999	1	–
$190,000 - $199,999	1	6
$200,000 - $209,999	3	6
$210,000 - $219,999	5	2
$220,000 - $229,999	2	–
$280,000 - $289,999	1	–
Total	13	14

	2026 $ '000	2025 $ '000
Total remuneration for the reporting year for other senior staff included above, amounted to:	2,748	2,886

Note 7. People and relationships (continued)

	2026 $ '000	2025 $ '000

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties:

There were 4 transactions that occurred during the current period with one related party, as contributions to Your Library Ltd. The total of these transactions was:	3,210	3,117
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:	179	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 2026.

(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 2025/2026 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:

No commitments to / from related parties for the 2025/2026 year.

No transactions other than the Council contributions, remuneration payments or the reimbursement of approved expenses were entered into by Your Library Ltd with related parties during the reporting year.

Notes to the Financial Statements

for the year ended 30 June 2026

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 2026, 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 $1,224,000 ($1,323,000 in 2025) 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.

Note 8. Managing uncertainties (continued)

8.2 Australian Accounting Standards issued but not yet effective

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2026 reporting period. Council assesses the impact of these new standards.

The Australian Accounting Standards Board (AASB) has issued *AASB 18 Presentation and Disclosure in Financial Statements.* When applicable AASB 18 supersedes AASB 101 *Presentation of Financial Statements.* AASB 18 aims to improve how entities communicate in their financial statements, with a focus on information about financial performance in the statement of profit or loss. It is expected to result in presentation and disclosure changes, primarily to Council's Comprehensive Income Statement. AASB 18 is expected to first apply to Council for the 2028-29 financial year.

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 negligible 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).

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 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 +0.75% and -0.75% 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.

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. For assets where Council adopts a current replacement cost approach to determine fair value, Council considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation, where this aligns with Council's interpretation of Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.
In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation
Subsequent to the initial recognition of assets, non-current physical assets, other than plant & equipment and parks, open space & streetscapes, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis every 4 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset Class	**Revaluation frequency**
Land	4 years
Buildings	4 years
Roads	4 years
Footpaths and cycleways	4 years
Drainage	4 years
Other infrastructure	4 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case

Note 8. Managing uncertainties (continued)

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. The impairment policy above does not apply to Council's property, infrastructure, specialised buildings and other non-current physical assets subsequently measured at fair value. These are primarily non-cash generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity. Their recoverable amount is expected to be materially the same as fair value determined under AASB 13 Fair Value Measurement, with the consequence that AASB 136 Impairment of Assets does not apply to such assets that are regularly revalued.

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 2026

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			
2026			
Property			
Land	587,262	–	587,262
Buildings - non specialised	211,034	–	211,034
	798,296	–	798,296
Plant and equipment			
Artwork	1,206	–	1,206
	1,206	–	1,206
Infrastructure			
Roads	485,098	(74,052)	411,046
Footpaths and cycleways	150,580	(28,044)	122,536
Drainage	581,283	–	581,283
Offstreet car parks	14,806	(7,692)	7,114
	1,231,767	(109,788)	1,121,979
Total asset revaluation reserves	2,031,269	(109,788)	1,921,481
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

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 2026

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				
2026				
Restricted reserves				
General	14,500	–	–	14,500
Total restricted reserves	14,500	–	–	14,500
Total Other reserves	14,500	–	–	14,500
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

The general reserve is used to record funds set aside for future possible contingencies e.g. unfunded superannuation call, unplanned capital expenditure.

	2026 $ '000	2025 $ '000
Summary of reserves		
Asset revaluation reserves	1,921,481	2,031,269
Other reserves	14,500	14,500
Total reserves	1,935,981	2,045,769

Notes to the Financial Statements

for the year ended 30 June 2026

Note 9. Other matters (continued)

	2026 $ '000	2025 $ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	13,708	33,853
Non-cash adjustments:		
Depreciation/amortisation	35,241	30,542
Assets written off and adjustments	1,187	2,371
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(751)	178
Contributions - Non-monetary assets	–	(158)
Net share of net profits of associates and joint ventures	(47)	(149)
Amounts disclosed in financing activities	978	1,124
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(7,106)	165
(Increase)/decrease in inventories	(13)	(97)
(Increase)/decrease in prepayments	(395)	(1,085)
Increase/(decrease) in trade and other payables	(18,868)	1,816
Increase/(decrease) in provisions	1,332	1,214
Increase / (decrease) in trust funds and other deposits	(396)	2,376
(Decrease)/increase in contract and other liabilities	303	(11,878)
Net cash provided by/(used in) operating activities	25,173	60,272

Note 9. Other matters (continued)

9.3 Superannuation

Council makes most of its employer superannuation contributions to defined contribution employee funds - either to the defined contributions category of the Local Authorities Superannuation Fund (the Fund), or to an employee choice superannuation fund. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2026, this was 12% as required under Superannuation Guarantee (SG) legislation).

As at June 30 2026, Council had 6 employees within the Fund's defined benefits category. The Fund's defined benefit category is a pooled multi-employer sponsored plan, and there is no proportional split of the defined benefit liabilities, assets or costs between the participating employers. As a result, the level of participation of Council in the defined benefit category cannot be measured as a percentage compared with other participating employers. In the unlikely event that the fund would require it, Council as a participating employer would be required to make an employer contribution to cover the shortfall of the defined benefits category, as instructed by the Fund's actuary.

The VBI (Vest Benefit Index) is used as the primary financial ratio to determine the financial health of the defined benefits category. Because the VBI was determined by the Fund's actuary to be 110.5% the 30 June 2025 and 116.9% at June 30 2026, the Fund's sound financial health indicates that it is unlikely that a contribution to the fund will be required.

Notes to the Financial Statements

for the year ended 30 June 2026

Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2025-26 year.

Notes to the Financial Statements

for the year ended 30 June 2026

Note 11. Correction of a prior period error

11.1 Correction of error relating to a previous reporting period – retrospective

Council has brought to account a number of found property, infrastructure, plant and equipment assets which had not been previously recognised in its asset register as part of reconciliations performed by Council officers. This has resulted in an adjustment to property, infrastructure, plant and equipment and accumulated surplus as at 30 June 2025.

Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below.

Adjustments to the comparative figures for the year ended 30 June 2025

	Original Balance 30 June, 2025 $ '000	Impact Increase / (decrease) $ '000	Restated Balance 30 June, 2025 $ '000
Statement of Financial Position			
PP&E Adjustment	2,950,077	24,396	2,974,473
Total assets	3,065,740	24,396	3,090,136
Accumulated Surplus	934,440	24,396	958,836
Total equity	2,980,209	24,396	3,004,605



Grayswood Reserve skate precinct, Kilsyth South.

Performance Statement

For the year ended 30 June 2026



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Left: Meals on Wheels volunteers.

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.*

H White, CPA

Principal Accounting Officer

Dated: 15/09/2026

In our opinion, the accompanying performance statement of the Maroondah City Council for the year ended 30 June 2026 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.

L Hancock

Mayor

Dated: 15/09/2026

C Jones

Councillor

Dated: 15/09/2026

S Kozlowski

Chief Executive Officer

Dated: 15/09/2026



A Galah, a native Australian cockatoo at Warrien Reserve, Croydon North.

Victorian Auditor-General's Office Audit Report

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 2026 • service performance indicators for the year ended 30 June 2026 • financial performance indicators for the year ended 30 June 2026 • sustainable capacity indicators for the year ended 30 June 2026 • 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 2026 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. 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 *Code of Ethics for Professional Accountants (including Independence Standards)* (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 *Local Government Act 2020* 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.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

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
29 September 2026

Travis Derricott
as delegate for the Auditor-General of Victoria

Section 1 – Description of municipality

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 120,247 residents and 45,762 households. The age structure of Maroondah's population is similar to the Victorian state average.

Maroondah is a predominantly 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 connecting Maroondah 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 that includes 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 habitat for wildlife.

Over 10,000 businesses operate within the City, with over 97% being small businesses employing fewer than 20 people. The largest employing industries are health care, retail trade, manufacturing, and construction. In total, businesses in Maroondah provide employment for over 48,000 people, and the municipality has an annual economic output of $21.9 billion (representing 1.6% of the output generated in Victoria).

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.



Lipscombe Park, Croydon.

Section 2 – Service performance indicators

For the year ended 30 June 2026

	Results					
	2023	2024	2025	2026		Comment
Service/*Indicator*/*Measure* [Formula]	Actual	Actual	Actual	Target as per budget	Actual	
Aquatic Facilities ***Utilisation*** *Utilisation of aquatic facilities* [Number of visits to aquatic facilities/Municipal population]	9.43	11.02	10.80	N/A	10.99	This indicator measures the number of visits to aquatic facilities per head of municipal population. The utilisation rate in 2026 is comparable to previous years reflecting continued community usage across all Council aquatic facilities.
Animal Management ***Health and safety*** *Animal management prosecutions* [Number of successful animal management prosecutions/ Number of animal management prosecutions] x 100	100%	100%	89%	N/A	100%	This indicator measures the percentage of successful animal management prosecutions under the *Domestic Animals Act 1994*. Council was successful in all nine animal management prosecutions in 2026.
Food Safety ***Health and safety*** *Critical and major non-compliance outcome notifications* [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	99.26%	100.00%	N/A	100.00%	This indicator measures the percentage of critical and major non-compliance outcome notifications which are subsequently followed up by Council. Results shown are for the 2025 calendar year to align with reporting to the Department of Health (DoH). Consistent with previous years, in 2025 Council followed up all food premises critical and major non-compliance outcome notifications with an inspection.

Results

	2023	2024	2025	2026		Comment
Service/*Indicator*/*Measure* [Formula]	Actual	Actual	Actual	Target as per budget	Actual	
Governance ***Satisfaction*** *Satisfaction with community consultation and engagement (community satisfaction rating out of 100 with the consultation and engagement efforts of Council)*	56	59	58	57	59	This indicator measures community satisfaction with Council's consultation and engagement activities. Community satisfaction is measured through Council's annual Local Government Community Satisfaction Survey. Community satisfaction in 2026 is consistent with previous years reflecting Council's ongoing commitment to consulting and engaging with the Maroondah community.
Libraries **Participation** *Library membership* [Percentage of the population that are registered library members] x100	N/A	34.89%	39.22%	N/A	43.67%	This indicator measures the percentage of the resident municipal population who are registered library members. The participation rate in 2026 demonstrates continued library membership growth, largely due to online registrations and activities.
Maternal and Child Health (MCH) ***Participation*** *Participation in the MCH service* [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100	75.16%	74.54%	75.82%	N/A	78.31%	This indicator measures the attendance of children in Key Age and Stage appointments. The participation rate in 2026 is consistent with previous years reflecting the continued participation of families in Council's Maternal and Child Health service.
Participation in the MCH service by Aboriginal children [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	77.08%	82.73%	82.46%	N/A	83.22%	This indicator measures the attendance of Aboriginal children in Key Age and Stage appointments. The participation rate in 2026 is consistent with previous years reflecting the continued participation of families with Aboriginal children in Council's Maternal and Child Health service.

Results

	2023	2024	2025	2026		Comment
Service/*Indicator*/*Measure* [Formula]	Actual	Actual	Actual	Target as per budget	Actual	
Roads ***Condition*** *Sealed local roads below the intervention level* *(percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)*	97.71%	98.11%	96.94%	98.00%	94.44%	This indicator measures the percentage of sealed local roads that are below Council's renewal intervention level (i.e. road condition rating equivalent to "very poor"). In 2026, some changes were made to the way road lengths were calculated as part of the transition to the new Asset Management module of the Technology One Enterprise Resource Planning software. In addition, modelling was undertaken utilising condition data that is now four years old. The combination of this has resulted in a lower percentage recorded. However, it should be noted that a full condition assessment of the road network has recently been completed, and it is expected that the percentage will increase in 2026/27. Council has recently had a new condition survey performed and this will be used in the modelling for the financial year 2026/27 and onwards. As expected, this survey data gives a more accurate indicator of the current state of the network compared to a prediction based on four year old data. Preliminary analysis indicates that, following the addition of the new survey data, the average Pavement Condition Index has increased to 8.62, compared with 7.72 last year based on the older survey data.

Results

	2023	2024	2025	2026		Comment
Service/*Indicator*/*Measure* [Formula]	Actual	Actual	Actual	Target as per budget	Actual	
Statutory Planning ***Service standard*** *Planning applications decided within the relevant required time* *(percentage of planning application decisions made within the relevant required time)*	73.99%	75.67%	85.83%	80.00%	83.99%	This indicator measures the percentage of planning applications that are made within required time frames (60 days for regular applications and 10 days for VicSmart applications). The 2026 result has maintained the timeliness of decision-making achieved in 2025.
Waste Management ***Waste diversion*** *Kerbside collection waste diverted from landfill* [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	56.22%	59.30%	57.52%	59.80%	57.19%	This indicator measures the percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill. The diversion rate in 2026 is comparable to previous years reflecting Council's continued proactive approach to waste management.

Section 3 – Financial performance indicators

For the year ended 30 June 2026

	Results					Forecasts				
	2023	2024	2025	2026						Material Variations and Comments
Service/*Indicator*/*Measure* [Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Efficiency ***Expenditure level*** Expenses per property assessment [Total expenses/Number of property assessments]	$3,124.31	$2,991.45	$3,165.41	$3,634.24	$3,374.89	$3,343.83	$3,497.78	$3,560.54	$3,613.47	This indicator has increased marginally from 2024/25, 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.
Revenue level Average rate per property assessment [Sum of all general rates and municipal charges/Number of property assessments]	$1,611.10	$1,655.32	$1,714.60	$1,620.49	$1,771.20	$1,827.94	$1,884.45	$1,934.76	$1,982.49	The increase is in line with the expected rate revenue increase in line with the rate cap and the forecast growth within the municipality.

	Results					Forecasts				
	2023	2024	2025	2026						Material Variations and Comments
Service/*Indicator*/*Measure* [Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Liquidity ***Working capital*** *Current assets compared to current liabilities* [Current assets/Current liabilities] x100	150.41%	139.51%	162.06%	183.22%	191.48%	138.78%	123.27%	127.58%	113.62%	Prior year fluctuations of liquidity ratio are mainly due to recognising the new Accounting Standards AASB 15 and AASB 1058 which increased the value of Council's short-term liabilities. The favourable result compared to the target is mainly due to an unexpected 80% prepayment of the 2026/27 Financial Assistance Grant funding received from the Victorian Local Government Grants Commission (VLGGC). The ratio is expected to continue to fluctuate as projected new borrowings are drawn down on, impacting Council's current liabilities.

	Results					Forecasts				
	2023	**2024**	**2025**	**2026**						**Material Variations and Comments**
Service/*Indicator*/*Measure* [Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Unrestricted cash *Unrestricted cash compared to current liabilities* [Unrestricted cash/Current liabilities] x100	73.50%	41.06%	71.34%	49.40%	9.51%	N/A	N/A	N/A	N/A	The unrestricted cash ratio was 9.51% in 2025/26, compared with a budgeted 49.40% and 71.34% in 2024/25. The prior year actual (2024/25) balance has been updated for consistency with the current year presentation. The variance primarily reflects other financial assets being included in the Budget but excluded from the actual result. Including these assets would have increased the 2025/26 result to 51.72%. The change from 2024/25 is reflective of Council holding approximately $11 million more in investments at 30 June 2026 and restricted cash for undelivered capital works was $9.36 million higher. From 2026/27, this ratio will be replaced by the Financial Management liquidity ratio.

	Results					Forecasts				
	2023	2024	2025	2026						Material Variations and Comments
Service/*Indicator*/*Measure* [Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Obligations ***Loans and borrowings*** *Loans and borrowings compared to rates* [Interest bearing loans and borrowings/Rate revenue] x100	21.06%	17.34%	14.13%	19.52%	10.88%	24.17%	19.41%	21.25%	17.28%	This ratio result includes borrowings undertaken in 2015 and 2022 which are still being repaid. The 2025/26 result is lower than the budgeted target due to borrowings budgeted for within 2025/26 not drawn down on, but rather postponed and consolidated with further borrowings within 2026/27. Future forecasts indicate that new borrowings will align with the Council's adopted Financial Plan.
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings/Rate revenue] x100	3.66%	3.47%	3.36%	3.23%	3.22%	3.08%	4.72%	4.58%	4.39%	The slight reduction in ratio result since 2024/25 reflects the reduction in the principal loan amounts. Future forecasts reflect projected new borrowings in line with Council's adopted Financial Plan.

	Results					Forecasts				
	2023	**2024**	**2025**	**2026**						**Material Variations and Comments**
Service/*Indicator*/*Measure* [Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Indebtedness *Non-current liabilities compared to own source revenue* [Non-current liabilities/Own source revenue] x100	27.02%	15.61%	12.73%	16.29%	10.15%	19.23%	14.79%	16.21%	12.77%	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 ratio result for 2025/26 is reflective of Council's ability throughout the financial year to generate a greater level of own source revenue while non-current liabilities reduce predominately in line with the reduction in existing principal loan amounts. The increase in 2026/27 is mainly due to projected new borrowings, while the subsequent decline reflects the reduction in long-term loan balances.

	Results					Forecasts				
	2023	2024	2025	2026						Material Variations and Comments
Service/*Indicator*/*Measure* [Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Asset renewal and upgrade *Asset renewal and upgrade compared to depreciation* [Asset renewal and asset upgrade expense/Asset depreciation] x100	139.24%	95.39%	92.11%	140.20%	96.12%	220.96%	102.77%	138.76%	147.95%	Council did not achieve its 2025/26 target of investing 140% of depreciation in asset renewals and upgrades. This is mainly due to $6.99 million lower than anticipated capital expenditure incurred during the financial year combined with a higher than budgeted depreciation expense ($33.75 million compared to $28.13 million). If depreciation had been at budgeted levels, Council would have achieved a result of 115.35%. The main factor contributing to the lower-than-expected expenditure is the Croydon Community Wellbeing Precinct Cultural Hub. This is a large, multi-year project, and the timing of the works was always expected to vary. The higher than budgeted depreciation is due to the timing difference between the preparation of the budget and the changes in asset valuations during 2024–25 resulting from the implementation of AASB 13. When the budget was prepared, the full impact of AASB 13 was not yet known and, consequently, could not be incorporated into the budget.

	Results					Forecasts				
	2023	2024	2025	2026						Material Variations and Comments
Service/*Indicator*/*Measure* [Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Operating position ***Adjusted underlying result*** *Adjusted underlying surplus (or deficit)* [Adjusted underlying surplus (deficit)/Adjusted underlying revenue] x100	-2.58%	3.47%	4.81%	5.51%	1.35%	3.74%	1.62%	2.49%	3.23%	The adjusted underlying surplus result of 1.35% is lower than previous results and current future budget forecasts, mainly due to a greater than $5 million increase in depreciation expense in 2025/26. While depreciation is a non-cash expense, it reduces the reported underlying result and reflects the increase in Council's asset base following changes to accounting requirements under AASB 13 in 2024/25. When preparing future budget forecasts in the next budget cycle, depreciation expense will be assessed with regard to the increased asset base.
Stability **Rates concentration** *Rates compared to adjusted underlying revenue* [Rate revenue/Adjusted underlying revenue] x100	64.64%	65.74%	63.46%	63.00%	64.05%	65.95%	67.58%	67.40%	67.38%	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.

	Results					Forecasts				
	2023	**2024**	**2025**	**2026**						**Material Variations and Comments**
Service/*Indicator*/*Measure* [Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Rates effort *Rates compared to property values* [Rate revenue/Capital improved value of rateable properties in the municipality] x100	0.23%	0.24%	0.24%	0.24%	0.25%	0.25%	0.26%	0.26%	0.26%	This ratio has remained consistent with 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 2026

	Results				
	2023	2024	2025	2026	Comment
Indicator/*Measure* [Formula]	Actual	Actual	Actual	Actual	
Population *Expenses per head of municipal population* [Total expenses/Municipal population]	$1,404.85	$1,350.09	$1,402.81	$1,492.74	The result demonstrates Council's ability to maintain a low-cost base per head of population. The 2025/26 increase is in line with CPI increases and growth within the municipality.
Infrastructure per head of municipal population [Value of infrastructure/ Municipal population]	$9,344.98	$10,016.12	$16,161.01	$15,392.97	The decrease compared to 2024/25 result mainly reflects the impact of an asset revaluation reduction during the 2025/26 year and overall reduced infrastructure asset base of more than $102 million, following a change in fair value estimates and valuation assumptions linked with the requirements of AASB 13. At 30 June 2026, roads, bridges, footpaths & cycleways and off street car parks were comprehensively valued. In undertaking the valuation, Modelve determined replacement costs and unit rates using current construction cost information, relevant industry benchmark data and valuation assumptions specific to the asset classes being assessed. Changes in valuation assumptions in respect of costs associated with site preparation, disruption costs, costs to restore another entity's assets and costs associated with removing unwanted existing structures have occurred with the change in valuer, resulting in an overall decrease in the revalued asset classes. Differences in the valuation methodologies, assumptions and inputs adopted in the current year compared with the prior valuation resulted in revised unit rates and a corresponding reduction in carrying values.

Results

	2023	2024	2025	2026	Comment
Indicator/*Measure* [Formula]	Actual	Actual	Actual	Actual	
Population density per length of road [Municipal population/ Kilometres of local roads]	237.46	241.14	250.22	245.75	The population density per length of road in 2025/26 is slightly lower compared to the 2024/25 result.
Own-source revenue *Own-source revenue per head of municipal population* [Own-source revenue/ Municipal population]	$1,226.11	$1,292.90	$1,304.16	$1,364.43	This result reflects an increase in revenue generated from Council's own-source revenue streams, including rates, statutory fees and user fees. Council continuously looks to diversify and increase its sources of revenue to ensure ongoing financial sustainability.
Recurrent grants *Recurrent grants per head of municipal population* [Recurrent grants/Municipal population]	$85.35	$28.08	$96.07	$82.85	The decrease in recurrent grants per head of municipal population compared to 2024/25 is mainly due to the timing of Financial Assistance Grant funding received from the Victorian Local Government Grants Commission (VLGGC) fluctuating from year to year.
Disadvantage *Relative Socio-Economic Disadvantage* [Index of Relative Socio-Economic Disadvantage by decile]	8.00	8.00	8.00	8.00	This indicator measures 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 2025/26 is 8.00.
Workforce turnover *Percentage of staff turnover* [Number of permanent staff resignations and terminations/Average number of permanent staff for the financial year] x100	17.1%	12.8%	10.5%	12.6%	This indicator measures percentage of permanent staff turnover. The turnover result for 2025/26 remains low.

Section 5 – Notes to the accounts

5.1 Basis for 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 2026-27 *to 2029-30* by the council's financial plan.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

5.2 Definitions

Aboriginal children: A child who is an Aboriginal person.

Aboriginal person: Has the same meaning as in the *Aboriginal Heritage Act 2006*.

Adjusted underlying revenue: Total income other than non-recurrent grants used to fund capital expenditure; non-monetary asset contributions; and contributions to fund capital expenditure from sources other than those referred to above.

Adjusted underlying surplus (or deficit): Adjusted underlying revenue less total expenditure.

Annual report: An annual report prepared by a council under section 98 of the *Local Government Act 2020*.

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— (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: A notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health.

Current assets: Has the same meaning as in the Australian Accounting Standards.

Current liabilities: Has the same meaning as in the Australian Accounting Standards.

Food premises: Has the same meaning as in the *Food Act 1984*.

Intervention level: 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: A sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*.

Major non-compliance outcome notification: A notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised 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: The Maternal and Child Health (MCH) service provided by a council to support the health and development of children within the municipality from birth until school age.

Non-current liabilities: All liabilities other than current liabilities.

Own-source revenue: Adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

Population: The resident population estimated by council.

Rate revenue: 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: 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: The Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet site.

Unrestricted cash: All cash and cash equivalents other than restricted cash.

Glossary of terms

The *Annual Report 2025/26* includes a range of terms which are defined below.



Acronyms

ABS: Australian Bureau of Statistics
AFL: Australian Football League
AI: Artificial intelligence
ALGA: Australian Local Government Association
BBP: Bayswater Business Precinct
CEO: Chief Executive Officer
CCWP: Croydon Community Wellbeing Precinct
CMT: Corporate Management Team
CO_2-e: Carbon dioxide equivalent
DCP: Development contribution plan
EAGA: Eastern Alliance for Greenhouse Action
EASL: Eastern Alliance for Sustainable Learning
EFT: Equivalent full-time
EOCO: Equal Opportunity Contact Officer
ERG: Eastern Region Group of Councils
ERP: Enterprise Resource Planning
FOGO: Food Organics and Garden Organics
FOI: Freedom of information
IAP2: International Association for Public Participation
ICP: Infrastructure contribution plan
ICT: Information and communication technology
IDAHOBIT: International day against LGBTIQA+ discrimination
LGA: Local government area
LGBTIQA+: Lesbian, gay, bisexual, transgender, intersex, queer, asexual and other
LGPRF: Local Government Performance Reporting Framework
LGPro: Local Government Professionals
MPS: Municipal Planning Strategy
NAIDOC: National Aborigines and Islanders Day Observance Committee
NDIS: National Disability Insurance Scheme
OAM: Medal of the Order of Australia
OHS: Occupational health and safety
OVIC: Office of the Victorian Information Commissioner
PPN: Principal Pedestrian Network
RSL: Returned and Services League
SEIFA: Socio-economic indexes for areas
TAC: Transport Accident Commission
U3A: University of the Third Age
VAGO: Victorian Auditor-General's Office
VCAT: Victorian Civil and Administrative Tribunal

Left: Ringwood Golf.

Key terms

Active transport: Transport requiring physical activity, typically walking or cycling.

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: Community members, business and agency representatives who form a committee that provides advice and recommendations to Council on matters relating to the delivery of strategies, services and activities.

Advocacy: Any action that Council speaks in favour of, recommends, argues for a cause, seeks funding, supports or defends on behalf of the Maroondah City Council community.

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.

Asset Plan: Provides information about the maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of assets under the control of Council, over a 10-year period.

Bayswater Business Precinct: A business precinct within the suburbs of Bayswater, Bayswater North, Croydon South, Boronia, Kilsyth and Kilsyth South, which is home to over 5600 businesses that support more than 33,000 jobs.

Best practice: To adopt or develop standards, actions or processes for the provision of goods, services or facilities that are equal to or better than the best available on a state, national or international scale.

Biodiversity: The variety of life on Earth, including the diversity within and between all species of plants, animals and micro-organisms, and the ecosystems within which they live and interact.

Biolink: A spatial grouping of habitat and pathways considered critical to maintaining the connectivity for groups of animals that share similar habitat and dispersal behaviour at a landscape scale.

BizHub: A resource for Maroondah businesses including education, skill and business development opportunities, collaborative workspaces, and meeting spaces.

BizMonth: A month-long series of business workshops, training sessions, seminars, and special events.

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

Capital works: Projects to establish, renew, expand, upgrade and dispose of assets owned by Council in the community.

Community engagement: The process of Council working with residents, businesses and community groups to listen to and address matters that impact or interest them. The principles guiding community engagement are outlined in the Community Engagement Policy.

Community engagement policy: A formal expression of Council's commitment to engaging with the Maroondah community and understanding the different views, experiences and expertise the community has to offer.

Community grants: Council funding provided to local not-for-profit community groups and organisations to support activities and services not otherwise available through state, federal or private resources.

Community profile indicators: Describe and monitor the state of the Maroondah municipality and/or community for each Maroondah 2050 Community Vision outcome area (i.e. Australian Bureau of Statistics Census of Population and Housing, Victorian Population Health Survey).

Community Satisfaction Survey: A Victorian Government survey conducted annually to gauge community satisfaction levels with Council services.

Community Vision: Description of the community's aspirations for the future of the municipality for at least the next 10 financial years.

Continuous improvement: The process of ensuring review and improvement practices are built into operational activities.

Corporate Management Team: A team comprising the Chief Executive Officer and four Directors, responsible for managing Council operations and addressing strategic and policy matters.

Council: The elected body that provides good governance in its municipal district for the benefit and wellbeing of the municipal community.

Council performance indicators: Measure and monitor the performance of Council in delivering services aligned to a Maroondah 2050 Community Vision outcome area (i.e. internal service delivery data, Community Satisfaction Survey results).

Council Plan: A four-year plan providing the medium-term framework for Council operations outlining the strategic direction, strategic objectives, strategies, strategic indicators, and initiatives and priorities for services, infrastructure and amenity.

Councillor: A member of the community elected in accordance with the *Local Government Act 2020* to represent the residents of a ward within the Maroondah municipality as a member of Council.

Financial Plan: Outlines the financial resources required to give effect to the Council Plan and other strategies and plans of Council, expressed 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.

Governance: How the elected Council operates as a decision-making body, its relationship with the Council organisation, and how it engages with the community.

Green infrastructure: A strategically planned network of natural and semi-natural areas with other environmental features designed and managed to deliver a wide range of ecosystem services.

Greenhouse gas emissions: Gases released into the atmosphere that trap heat.

Habitat corridors: Connections across the landscape that link areas of habitat.

Indigenous: Originating in a particular geographic region or environment and native to the area; and related to Aboriginal and Torres Strait Islander people.

Infrastructure: Constructed assets required for community functioning such as roads, drains, footpaths, lighting, paths, play equipment, public buildings, signage, streetscapes and waste systems.

Initiatives: Actions that are one-off in nature and/or lead to improvements in service.

Integrated planning and reporting framework: A hierarchy of strategic documents and processes ensuring all Council activities and financial resources are aligned to meet the aspirations, needs and expectations of the Maroondah community.

Key directions: The key policy areas that guide Council service delivery and inform priority actions each financial year. The key directions represent the strategies for achieving the objectives of Council over the 2025-2029 period in accordance with section 90 of the *Local Government Act 2020.*

Liveability: The extent to which the natural and built environment, including access to amenities, supports community health, wellbeing, sustainability and productivity.

Local Government Act 2020: Victorian legislation that provides for democratic and efficient local government, enabling Councils to meet community needs and ensuring accountable governance.

Local Government Performance Reporting Framework (LGPRF): A mandatory system of performance reporting for all Victorian councils which ensures councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.

Local laws: Laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Maroondah.

Maroondah Community Panel: A representative group of Maroondah community members who participated in a series of workshops to make recommendations for the Maroondah 2050 Community Vision, *Council Plan 2025-2029*, and Council's 10-year financial and asset plans.

Maroondah Planning Scheme: Sets out policies and requirements for the use, development and protection of land including: 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 provisions; operational provisions; and incorporated documents.

Metropolitan Activity Centre: A higher-order centre (i.e. Ringwood) designed to provide a diverse range of jobs, activities and housing for regional catchments well served by public transport. The centre plays a major service delivery role, offering government, health, justice and education services, as well as retail and commercial opportunities.

Mission: A shared understanding of the purpose of the organisation which articulates how Council will work towards the achievement of the Maroondah 2050 Community Vision in partnership with the community.

Municipal Planning Strategy (MPS): Part of the Maroondah Planning Scheme which sets out the vision for future use and development and provides an overview of important land use 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 take into account and give effect to the MPS when making land use 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, as required under the Section 26 of the *Public Health and Wellbeing Act 2008*. In Maroondah, this Plan is incorporated within the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*.

Municipality: A geographical area that is delineated for the purpose of local government.

Natural habitat: The natural environment or home of a plant, animal, or other organism that provides the food, water, shelter, and space they need to survive.

Neighbourhood centre: Local centres that provide access to local goods, services and employment opportunities and serve the needs of the surrounding community.

Non-financial resources: Resources in addition to financial resources, required to deliver services and initiatives.

Our Achievements Report: An annual report that highlights key achievements of Council for each financial year.

Outcome area: Key areas of future opportunity and challenge as identified by the community in the Maroondah 2050 Community Vision. These future outcomes represent the strategic objectives of Council in accordance with section 90 of the *Local Government Act 2020*.

Plan: A focused and structured document that details actions to be undertaken, outlining a series of specific steps to implement the outcomes and key directions of an overarching strategy.

Policy: A set of principles that articulate Council's position on a matter, intended to guide and influence Council decisions, actions, programs and activities.

Principal Pedestrian Network: A designated network of existing and planned routes that provide pedestrian facilities which support walking trips to 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 achieving the four-year Council Plan key directions. 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 open space: Any land managed by Council or other public authority, accessible to the public for community outdoor use or environmental protection.

Rates and charges: Income received from ratepayers relating to general rates, waste service charge, and special rate schemes.

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 four-year period.

Risk management: A discipline for developing procedures to minimise or eliminate the risk of adverse effects 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 Manager: Leaders with specialist skills who work with their teams 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 delivery plan: A detailed four-year work plan to guide how a particular Council service area will support the achievement of the relevant Maroondah 2050 Community Vision outcome areas.

State of Maroondah Report: A biennial report that tracks progress made toward achieving the outcomes outlined in the Maroondah 2050 Community Vision.

Statutory timeframes: Timeframes stipulated by legislation in which an activity, service or outcome must be delivered or determined.

Strategic indicators: Measures used to assess how successfully initiatives from Council, businesses, community groups and individuals contribute to the future outcomes outlined in the Maroondah 2050 Community Vision and *Council Plan 2025-2029*.

Strategy: A longer-term systematic plan of action to achieve defined outcomes in a specific area of Council activity or responsibility.

Structure plan: A means to provide precinct-specific direction on the extent, form and location of land use and development.

Supporting strategies, plans and policies: Long-term systematic plans of action to achieve defined outcomes in an area of Council activity or responsibility.

Sustainability: The principle of providing for the needs of the present community without compromising the ability of future generations to meet their own needs.

Tree canopy: The lateral extent of the upper layer of foliage (tree crown) of an individual tree or group of trees.

Values: Attitudes and beliefs within Council that underpin organisational practices, processes, and behaviours.

Wards: Geographical area that provides a fair and equitable division of a local government area.

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 urban settings.

Strategic indicator definitions

The *Annual Report 2025/26* includes performance results for the strategic indicators outlined in the *Council Plan 2025-2029*. Where further clarity is required beyond the title of the indicator, a definition is provided below.

A healthy, inclusive and connected community

Aquatic facility attendance: The number of visits to Council-owned Maroondah aquatic facilities per head of municipal population.

Community grants and assistance funding: Total funding allocated for the Community Grants program, Community Assistance Fund, and Arts and Cultural Grants.

Delivered meals: Total number of meals home delivered for people who may be nutritionally at risk, have difficulty preparing meals, or are socially isolated.

Enhanced Maternal and Child Health Program assistance: The total number of hours of assistance provided to the Maroondah community through the Enhanced Maternal and Child Health program.

Library membership: Percentage of the Maroondah resident municipal population who are registered library members.

Maternal and Child Health service participation: The percentage of Maroondah children enrolled in the Maternal and Child Health service who participate.

Private rental properties that are affordable: Percentage of private rental properties in Maroondah where by no more than 30 per cent of gross income from persons in receipt of Australian Government payments and allowances is spent on rent.

Youth programs and services attendance: Total number of attendees at Council run youth programs and services.

A safe and liveable community

Annual footpath construction: Total number of kilometres of footpaths constructed by Council each year in the Principal Pedestrian Network.

Asset renewal and upgrade: Extent to which Council spending on assets is focused on purchasing new assets or renewing and upgrading existing ones. A percentage greater than 100 per cent indicates that there is a lesser risk of insufficient spending on Council's asset base.

Average distance to closest activity centre: The average distance between residences in Maroondah and the closest neighbourhood centre large enough to support a supermarket.

Criminal incident rate: Number of criminal incidents per 100,000 population where a criminal incident is a criminal event, potentially involving multiple offences, alleged offenders, and/or victims, recorded on a single date and at one location.

Dwellings that are within 200 metres of a bicycle facility and/or 400 metres of a bus stop and/or 800 metres of a train station: Percentage of dwellings in Maroondah that are within 200 metres of a bicycle facility (infrastructure intended to be used by cyclists such as bicycle lanes, shared user paths, trails (where permitted), bicycle parking, repair stations, wayfinding signage), and/or 400 metres of a bus stop and/or 800 metres of a train station.

Dwellings within 400 metres of public open space: Percentage of dwellings within Maroondah which are within 400 metres of public open spaces such as parks and recreation reserves, public gardens, nature reserves and civic areas where everyone has the right to visit without being excluded due to economic or social conditions.

Family incident rate: Number of family incidents per 100,000 population where a family incident is an incident attended by Victoria Police where a Victoria Police Risk Assessment and Risk Management Report (L17 form) was completed and recorded.

Liveability rating: Composite score for an area based on measures related to aspects of liveability including social infrastructure, walkability, public transport, public open space, housing affordability, and local employment.

Offence rate: Number of offences per 100,000 population where an offence is any criminal act or omission by a person or organisation for which a penalty could be imposed by the Victorian legal system.

Pavement condition index: A number derived by Council's SMEC pavement management system taking into account a road or footpaths use, condition and performance. Condition scores range between zero and 10, with a higher score representing a better condition road.

Planning applications assessed within statutory timeframes: Percentage of regular and VicSmart planning application decisions made within legislated time frames.

Population density: The number of residents living within each square kilometre of Maroondah.

Resident journeys using motor vehicles: Percentage of journeys (for all purposes) by Maroondah residents using a motor vehicle.

Resident journeys using sustainable transport: Percentage of journeys (for all purposes) by Maroondah residents using sustainable transport, i.e. public transport, walking and cycling.

A green and sustainable community

Annual tree planting – bushland, street and park trees: Total number of bushland, street and park trees planted in Maroondah each year.

Community members recording nature observations: Total number of observers recorded on the iNaturalistAU website for the Nature in Maroondah project each year.

Council greenhouse gas emissions: Total tonnes of quantified and non-quantified CO_2-e emissions of Maroondah City Council each year which are within the emissions boundary listed in the annual Climate Active Public Disclosure Statement. Quantified emissions include: accommodation and facilities; cleaning and chemicals; electricity; food; ICT services and equipment; office equipment and supplies; postage, courier and freight; professional services; stationary energy (gaseous and liquid fuels); transport (air, land and sea); waste; water; and working from home. Non-quantified emissions include: refrigerants; contractor fuels; and asphalt.

Council renewable energy usage: Percentage of renewable electricity purchased by Council.

Environmental volunteers: Total number of hours provided by Maroondah's environmental volunteers attending working bees.

Municipal greenhouse gas emissions: Total tonnes of CO_2-e emissions of the entire Maroondah municipality each year.

Total area of natural habitat: Total land area in Maroondah (hectares) that is defined as natural habitat. i.e. natural environment or home of a plant, animal, or other organism that provides the food, water, shelter, and space they need to survive.

Tree canopy cover: The fraction of ground area covered by the vertical projection of tree crown perimeters.

Waste diverted from landfill: Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.

A vibrant and prosperous community

Businesses engaged in support programs and business networks: Total number of Maroondah business that participate in support programs and business networks offered by Council.

Creative places and precincts (Council-owned) attendance: The number of visits to Council-owned creative places and precincts (including Karralyka, ArtSpace at Realm, Maroondah Federation Gallery, Wyreena Community Arts Centre, and Croydon and Ringwood Arts precincts) in total and per head of municipal population.

Economic output: The total value of goods and services produced by businesses/organisations within Maroondah.

Karralyka attendance: Total theatre and functions attendees at Karralyka each year.

Maroondah businesses: The total number of actively trading businesses in the municipality at the end of each financial year (30 June).

Maroondah jobs: The total number of people employed in Maroondah (place of work) at the time of the ABS Census of Population and Housing.

Median weekly household income: Income level at which there are as many households below that income as above (i.e. it represents the mid-point).

Perceived value of BizHub coworking participation: Self-reported value participants derive from participating in BizHub coworking.

Perceived value of BizMonth activity participation: Self-reported value participants derive from participating in BizMonth activities.

Residents working in local jobs: Percentage of working Maroondah residents whose place of work is within the local government areas of Maroondah, Knox, Manningham, Whitehorse or Yarra Ranges.

Residents with university, diploma or trade qualifications: Percentage of residents that hold a Bachelor or Higher degree, Advanced Diploma or Diploma, or Vocational qualification (i.e. Certificate level).

Satisfaction with business support programs: Average satisfaction rating of Maroondah businesses participating in Council's business support programs.

Value non-residential building approvals: Total monetary value of building approvals for commercial, industrial, and other buildings that are not intended for long-term residential use.

A well governed and empowered community

Adjusted underlying surplus (or deficit): Adjusted underlying revenue of Council (total income other than non-recurrent capital grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure from sources other than those previously referred to) less total Council expenditure as a percentage of the adjusted underlying revenue of Council.

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).

Current assets compared to current liabilities: Total assets that Council expects to recover or realise within the next 12 months as a percentage of the total obligations or liabilities of Council that are due to be settled, or paid, within the next 12 months. This measures Council's ability to pay existing liabilities in the next 12 months. A percentage greater than 100 per cent means that Council has more cash and liquid assets than current liabilities.

Employee turnover: The number of permanent staff resignations and terminations at Council in the financial year as a percentage of the average number of permanent staff.

Expenses per property assessment: The average expenses incurred by Council for each residential property in the municipality.

Loans and borrowings compared to rates: Total loans or borrowings of Council in which the debt is expressed as a principal amount and interest is calculated, charged, and collected on unpaid balances as a percentage of Council revenue from general rates, municipal charges, service rates and service charges (e.g. garbage, recycling and organic charges) levied on rateable properties.

Loans and borrowings repayments compared to rates: Interest and principal repayments on the interest bearing loans and borrowings of Council as a percentage of Council revenue from general rates, municipal charges, service rates and service charges (e.g. garbage, recycling and organic charges) levied on rateable properties.

Non-current liabilities compared to own source revenue: Financial liabilities of Council that provide financing on a long-term basis and are not due for settlement within12 months as a percentage of Council total revenue excluding revenue which is not under the control of Council (including government grants).

Rates compared to adjusted underlying revenue: Council revenue from general rates, municipal charges, service rates and service charges (e.g. garbage, recycling and organic charges) levied on rateable properties as a percentage of the adjusted underlying revenue of Council (total income other than non-recurrent capital grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure from sources other than those previously referred to).

Rates compared to property values: Council revenue from general rates, municipal charges, service rates and service charges (e.g. garbage, recycling and organic charges) levied on rateable properties as a percentage of the capital improved value of rateable properties in the municipality.

Unrestricted cash compared to current liabilities: Total cash and cash equivalents of Council that are not restricted as a percentage of the total obligations or liabilities of Council that are due to be settled, or paid, within the next 12 months.

Service performance indicator definitions

Aquatic facilities

Health inspections of aquatic facilities (AF2): The number of inspections by an authorised officer within the meaning of the *Public Health and Wellbeing Act 2008* carried out per Council aquatic facility.

Utilisation of aquatic facilities (AF6): The number of visits to aquatic facilities per head of municipal population.

Cost of aquatic facilities (AF7): The direct cost less any income received of providing aquatic facilities per visit.

Animal management

Time taken to action animal management requests (AM1): The average number of days it has taken for Council to action animal management related requests.

Animals reclaimed (AM2): The percentage of collected registrable animals under the *Domestic Animals Act 1994* reclaimed.

Animals rehomed (AM5): The percentage of unclaimed collected registrable animals under the *Domestic Animals Act 1994* that are rehomed.

Cost of animal management service (AM6): The direct cost of the animal management service per head of population.

Animal management prosecutions (AM7): The percentage of animal management prosecutions which are successful.

Food safety

Time taken to action food complaints (FS1): 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.

Food safety assessments (FS2): The percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment.

Cost of food safety service (FS3): The direct cost of the food safety service per food premises registered by Council, or for which Council has received notification, during the financial year.

Critical and major non-compliance notifications (FS4): The percentage of critical and major non-compliance outcome notifications that are followed up by Council.

Food safety samples (FS5): The percentage of food samples obtained per required number of food samples.

Governance

Council resolutions made at meetings closed to the public (G1): The percentage of Council resolutions made at a meeting of Council, or at a meeting of a delegated committee consisting only of Councillors, closed to the public under section 66(1) of the *Local Government Act 2020*.

Satisfaction with community consultation and engagement (G2): 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.

Councillor attendance at Council meetings (G3): The percentage of attendance at Council meetings by Councillors.

Cost of elected representation (G4): The direct cost of delivering Council's governance service per Councillor.

Satisfaction with Council decisions (G5): The community satisfaction rating out of 100 with how council has performed in making decisions in the best interests of the community.

Libraries

Recently purchased library collection (LB2): The percentage of the library collection that has been purchased in the last 5 years.

Cost of library service (LB5): The direct cost of the library service per head of population.

Library loans per population (LB6): The number of library collection item loans per head of population.

Library membership (LB7): The percentage of resident municipal population who are registered library members.

Library visit per population (LB8): The number of library visits per head of population.

Maternal and child health

Infant enrolments in the MCH service (MC2): The percentage of infants enrolled in the MCH service.

Cost of MCH service (MC3): The cost of the MCH service per hour of service delivered.

Participation in MCH service (MC4): The percentage of children enrolled who participate in the MCH service.

Participation in MCH service by Aboriginal children (MC5): The percentage of Aboriginal children enrolled who participate in the MCH service.

Participation in 4- week Key Age and Stage visit (MC6): The percentage of infants enrolled in the MCH service who participated in 4-week Key Age and Stage visit.

Roads

Sealed local road requests (R1): The number of sealed local road requests per 100km of sealed local road.

Sealed local roads maintained to condition standard (R2): The percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal.

Cost of sealed local road reconstruction (R3): The direct reconstruction cost per square metre of sealed local roads reconstructed.

Cost of sealed local road resealing (R4): The direct resealing cost per square metre of sealed local roads resealed.

Satisfaction with sealed local roads (R5): The community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

Statutory planning

Time taken to decide planning applications (SP1): The median number of days taken between receipt of a planning application and a decision on the application.

Planning applications decided within required time frames (SP2): The percentage of regular and VicSmart planning application decisions made within legislated time frames.

Cost of statutory planning service (SP3): The direct cost of the statutory planning service per planning application received.

Council planning decisions upheld at VCAT (SP4): The percentage of planning application decisions subject to review by VCAT that were not set aside.

Waste

Kerbside collection bins missed (WC2): The number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts.

Cost of kerbside garbage bin collection service (WC3): The direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin.

Cost of kerbside recyclables bin collection service (WC4): The direct cost of the kerbside recyclables collection service (including the contract cost of collection) per kerbside recyclables collection bin.

Kerbside collection waste diverted from landfill (WC5): The percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.

Victorian Local Government Indicators definitions

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.

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)

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.

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.

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.

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.

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.

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.

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.

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.

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.



Maroondah Festival, Croydon.



To contact Council

Visit a Service Centre
Realm, Ringwood Town Square,
179 Maroondah Highway, Ringwood

Croydon Library, Civic Square, Croydon

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