



MELTON CITY COUNCIL

Minutes of the Meeting of the Melton City Council

27 October 2025

**THESE MINUTES CONTAIN REPORTS DEALT WITH AT A
CLOSED MEETING OF COUNCIL**

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To seek Council's approval for the award of Contract No. 25-209 - Provision of Waste Collection Services commencing 1 July 2026 to 30 June 2033 with an option for a further term of two (2) x one (1) years at Council's discretion.

16.3 CONTRACT NO. 25-241 - DEANSIDE CHILDREN'S & COMMUNITY CENTRE - HEAD CONTRACTOR 352

To seek Council's approval for the award of Contract No. 25-241- Deanside Children's and Community Centre – Head Contractor.

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MELTON CITY COUNCIL

MINUTES OF THE MEETING OF THE MELTON CITY COUNCIL HELD
IN THE COUNCIL CHAMBERS, MELTON CIVIC CENTRE,
232 HIGH STREET MELTON ON 27 OCTOBER 2025 AT 7:00 PM

Present: Cr S Abboushi (Mayor)
Cr L Carli (Deputy Mayor)
Cr K Majdlik
Cr B Morris
Cr S Ramsey
Cr B Turner
Cr A Vandenberg
Cr J Verdon
Cr Dr P Zada

R Wai, Chief Executive Officer
S Romaszko, Director City Futures
T Scoble, Director City Life
N Whiteside, Director City Delivery
B Howard, Interim Director Organisational Performance
E Keogh, Head of Governance
R Hodgson, Manager Governance
B Bensley, Governance Officer

1. OPENING PRAYER AND RECONCILIATION STATEMENT

The Mayor, Cr Abboushi opened the meeting at 7.00pm with the opening prayer and reconciliation statement.

2. APOLOGIES AND LEAVE OF ABSENCE

Cr J Shannon

3. CHANGES TO THE ORDER OF BUSINESS

Nil.

4. DEPUTATIONS

Nil.

5. DECLARATION OF ANY PECUNIARY INTEREST, OTHER INTEREST OR CONFLICT OF INTEREST OF ANY COUNCILLOR

Nil.

6. ADOPTION AND CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

RECOMMENDATION:

That the Minutes of the Meeting of Council held on 22 September 2025 be confirmed as a true and correct record.

Motion

Crs Carli/Zada.

That the Minutes of the Meeting of Council held on 22 September 2025 be confirmed as a true and correct record.

For: Crs Abboushi, Carli, Majdlik, Morris, Ramsey, Turner, Vandenberg, Verdon and Zada

Against: Nil

Abstain: Nil

CARRIED UNANIMOUSLY

7. SUMMARY OF INFORMAL MEETINGS OF COUNCILLORS

7.1 SUMMARY OF INFORMAL MEETINGS OF COUNCILLORS

- Monday 8 September 2025 Summary of Informal Meeting of Councillors
- Monday 22 September 2025 Summary of Informal Meeting of Councillors
- Monday 6 October 2025 Summary of Informal Meeting of Councillors

RECOMMENDATION:

That the Summaries of Informal Meetings of Councillors dated 8 September 2026, 22 September 2025 and 6 October 2025 provided as **Appendices 1 - 3** respectively to this report, be received and noted.

Motion

Crs Majdlik/Verdon.

That the Summaries of Informal Meetings of Councillors dated 8 September 2025, 22 September 2025 and 6 October 2025 provided as **Appendices 1 - 3** respectively to this report, be received and noted.

For: Crs Abboushi, Carli, Majdlik, Morris, Ramsey, Turner, Vandenberg, Verdon and Zada

Against: Nil.

Abstain: Nil

CARRIED UNANIMOUSLY

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2. Summary of Informal Meeting of Councillors - 22 September 2025
3. Summary of Informal Meeting of Councillors - 6 October 2025



INFORMAL MEETING OF COUNCILLORS

MEETING DETAILS:

Meeting Name:	Briefing of Councillors		
Meeting Date:	Monday 8 September 2025	Time Opened:	6.15 pm
		Time Closed:	9.38 pm
Councillors present:	Cr S Abboushi (Mayor) Cr L Carli (Deputy Mayor) Cr K Majdlik (joined online at 6.18pm) Cr B Morris (joined online) Cr J Shannon Cr B Turner Cr J Verdon Cr Dr P Zada		
Officers present:	R Wai Chief Executive Officer S Romaszko Director City Futures T Scoble Director City Life N Whiteside Director City Delivery (joined online) B Howard Interim Director Organisational Performance E Keogh Head of Governance R Hodgson Manager Governance S McManus Manager Advocacy and Government Relations S Prestney Manager Libraries and Learning T Conway Manager City Strategy		
Guests	A Mathur Probity Advisor (Item 1) D Hubner Managing Director, Metropolis Research Pty Ltd (Item 2)		
Apologies	Cr S Ramsey Cr A Vandenberg		
Matters discussed:	1. Christmas Decorations Options Review 2. Annual Community Satisfaction Survey 3. Advocacy Priorities 4. Small Business Friendly Charter Report 5. Changes to the local heritage criteria and threshold guidelines 6. Planning Application PA 2025/9025/1 7. Planning Application PA 2025/9068/1 8. Draft Reports 9. General Updates from Officers		

CONFLICT OF INTEREST DISCLOSURES:

Were there any conflict of interest disclosures by Councillors	No
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REPORT PRODUCED BY:

Officer name:	Renee Hodgson, Manager Governance	Date:	Monday 8 September 2025
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INFORMAL MEETING OF COUNCILLORS

MEETING DETAILS:

Meeting Name:	Briefing of Councillors		
Meeting Date:	Monday 22 September 2025	Time Opened:	6.16 pm
		Time Closed:	6.59 pm
Councillors present:	Cr S Abboushi (Mayor) Cr L Carli (Deputy Mayor) Cr K Majdlik Cr B Morris Cr J Shannon Cr B Turner		
Officers present:	R Wai Chief Executive Officer T Scoble Director City Life N Whiteside Director City Delivery B Howard Interim Director Organisational Performance T Conway Acting Director City Futures E Keogh Head of Governance R Hodgson Manager Governance S Trenerry Coordinator Development Planning		
Guests	Nil		
Apologies	Cr S Ramsey -Leave of Absence Cr A Vandenberg – Not in attendance Cr J Verdon Cr Dr P Zada		
Matters discussed:	1. Council agenda		

CONFLICT OF INTEREST DISCLOSURES:

Were there any conflict of interest disclosures by Councillors?	No
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REPORT PRODUCED BY:

Officer name:	Renee Hodgson, Manager Governance	Date:	22 September 2025
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INFORMAL MEETING OF COUNCILLORS

MEETING DETAILS:

Meeting Name:	Briefing of Councillors		
Meeting Date:	Monday 6 October 2025	Time Opened:	6.16 pm
		Time Closed:	8.55 pm
Councillors present:	Cr S Abboushi (Mayor) Cr L Carli (Deputy Mayor) Cr K Majdlik Cr B Morris (online) Cr B Turner Cr A Vandenberg (online) Cr J Verdon Cr Dr P Zada		
Officers present:	R Wai Chief Executive Officer S Romaszko Director City Futures T Scoble Director City Life N Whiteside Director City Delivery B Howard Interim Director Organisational Performance E Keogh Head of Governance S McManus Manager Advocacy and Government Relations D Blandford Acting Manager Community Safety J Love Coordinator Animal Management (online) A Biscan Manager Recreation and Facility Activation (online) C Marshall Manager Engineering and Asset Services (online) M Hutchinson Design and Investigations Coordinator (online) C Rantall Acting Manager Operations T Conway Manager City Strategy		
Guests	M Kuhn Otium Planning (online) K Maddock Otium Planning (online)		
Apologies	Cr S Ramsey Leave of absence Cr J Shannon Leave of absence		
Matters discussed:	1. Advocacy Priorities Continuation 2. Draft Domestic Animal Management Plan 2026-2029 3. Tender Update: Contract No. 25-209 – Waste Collection Services 4. Draft Kurunjang (Melton North) Urban Design Framework 5. Draft Aquatic Strategy Update 6. Update on Development of the Indoor Sport Stadium Facility Provision Plan 7. Response to NoM 983 (Cr Shannon) – Pedestrian Paths 8. General Updates from Officers		

CONFLICT OF INTEREST DISCLOSURES:

Were there any conflict of interest disclosures by Councillors	No
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REPORT PRODUCED BY:

Officer name:	Emily Keogh – Head of Governance	Date:	6 October 2025
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8. CORRESPONDENCE INWARD

Nil.

9. PETITIONS AND JOINT LETTERS

Nil.

10. RESUMPTION OF DEBATE OR OTHER BUSINESS CARRIED OVER FROM A PREVIOUS MEETING

Nil.

11. PUBLIC QUESTION TIME

Submitter: Nick Millar	
Question asked of Council	Response
Melton is one of Victoria's fastest-growing areas, yet safety and necessary infrastructure isn't keeping pace with housing approvals. Roads and Rail are hugely overpopulated, crime is at record levels, and rubbish is often strewn all over our beautiful parks, waterways and forested areas. It's obvious our overburdened resources cannot keep up with demand. When will Council prioritize safety and infrastructure over growth, and even consider capping new estates until services can keep up?	As part of the long-term growth planning, the Victorian Government has identified the City of Melton as a key growth corridor and therefore our City will continue to experience this growth over the next 20-30 years. Council does not have an influence on reducing growth. We continue to advocate to all levels of government for funding to support delivery of the required infrastructure. Council is working closely with our key external partners including the Victorian Police, to focus on the safety of our community.

Submitter: Olwen Gladwell	
Question asked of Council	Response
Why do the council not provide some incentive for locals to assist in cleaning up parts of our city that have litter and rubbish in it?	We thank all residents who do the right thing to assist in keeping the city clean through disposing of their waste appropriately, through reporting dumped rubbish for investigation and clean up and through involvement in events such as Clean Up Australia Day, giving residents the opportunity to actively contribute to a cleaner, safer environment. Council is currently developing an Adopt a Park Program to be launched in 2026 to facilitate residents participating in clean-up activities in their local areas all year round.
Submitter: Jarrod Camilleri	
Question asked of Council	Response
What is being done with department of transport to clear dumped rubbish on road sides?	Council actively engages with the Victoria Government's Department of Transport and Planning to highlight the importance of removing illegally dumped rubbish along State-managed roads through regular hotspot reporting and direct liaison with Department contacts. Council has continued to advocate to the Victorian Government for a stronger, coordinated Statewide approach to illegal rubbish dumping, including leading a motion through the Municipal Association of Victoria calling for an Illegal Rubbish Dumping Strategic Plan, the release of Sustainability Fund monies, and increased enforcement resources, and has written to the Minister for Roads and Road Safety to highlight delays in clean-ups on State-managed roads.

In accordance with Governance Rule 62.9, like questions have been grouped together and a single answer provided.	
Question asked of Council	Response
Submitter: Jarrod Camilleri There is so much litter around council owned areas such as median strips, gutters and drains and roadsides. What is being done to educate residents on effects of littering or at the very least, a campaign to keep Melton beautiful? Submitter: Aiuga Stowers What is council doing about dumped rubbish in the municipality?	Council is conducting community education and awareness, proactive monitoring, accessible disposal options, and enforcement. Last financial year Council picked up 7,000 tonnes of dumped rubbish costing \$3M. Council's recent Dumped Rubbish Education and Awareness Campaign informed the community about legal disposal options and the impacts of illegal dumping, with additional education delivered through schools, community workshops, and through social media. To assist ratepayers and residents dispose of waste responsibly, Council provides a kerbside hard waste collection service, waste vouchers, and free access to the Melton Recycling Facility for recyclable materials.
Submitter: Aiuga Stowers	
Question asked of Council	Response
What's the council doing to speed up the process of widening the Freeway from Caroline Springs to Melton (Ballarat Hwy & Melton Hwy).	The Western Freeway is the responsibility of the Victorian Government. Council has been advocating for the upgrade of the Western Freeway for many years and welcomed the recent announcement by the Federal Government of a commitment of 1 billion dollars to upgrade the Western Freeway between Melton and Caroline Springs, noting details of the specific components of the upgrade are not known at this stage. Council will continue to advocate for this vital infrastructure.

Submitter: Colleen Thompson	
Question asked of Council	Response
When is the section of road from bulmans road to minns road and minns road to torrence drive to be sealed?	The sealing of Minns Road from Bulmans Road to the existing sealed section west of Torrance Drive is identified in Council's Infrastructure Pipeline Plan, with the investigation and design process currently scheduled to commence in the 2026/2027 financial year, subject to Council's annual budget process. The investigations and design process for a project of this nature generally take 18 months to complete with construction to follow.
Submitter: Garrick Oates	
Question asked of Council	Response
Can council please let the residents of Eynesbury know why the 173 agreement appears to no longer be in place and attached to lot RES72 that is now fully owned by Council?	Reserve 72 at 3 Avoca Street, in Eynesbury, is wholly owned by Council. A section 173 is an agreement between Council as the responsible authority and a landowner. Council cannot enter into, or be a party to a section 173 with itself, and as such, Instrument AK268906T is not on the title for this reserve.
Submitter: Garrick Oates	
Question asked of Council	Response
Can council please explain to the residents of Eynesbury (collectively known as the OC2 - Owners Corporation), why Council is failing in its obligation to ensure the 'Initial' Environmental Works are completed within a reasonable timeframe (see section 9 and the obligations in section 7 (a) (i)) by the developer(s) under the oversight of the Community Association and why Council has not moved to undertake the required works.	Instrument AF859528Y is a unique and complex agreement which places obligations on a number of parties in relation to the implementation of the environmental management plan. Council is continuing to work with relevant stakeholders to ensure the required works are carried out by the appropriate party and continues to consider its options to ensure that this occurs.

Submitter: Arslan Tareen	
Question asked of Council	Response
What is Shogaki Drive extension timeframe?	The Shogaki Drive project is currently in investigation and design phase which is anticipated to take 12 months to complete. Approvals and service relocations are anticipated to be undertaken in the 2026/27 financial year, and construction anticipated to commence in the 2027/28 financial year, subject to Council's annual budget process.
Submitter: Arslan Tareen	
Question asked of Council	Response
What is Sporting Precinct Thornhill Park time frame?	A master plan to guide the development of Thornhill Park Active Open Space has recently been completed. The design stage for the project is being undertaken this financial year. Construction of the reserve is proposed to commence late-2026 subject to further site planning, design development and future budget approvals.
Submitter: Alex Jinks	
Question asked of Council	Response
How much funding has been provided for the upcoming Diggers Rest Carols by Candlelight event and to whom has the responsibility been given to organise?	Melton City Council is currently working through a \$16,500 sponsorship arrangement with the Lions Club of Diggers Rest for the coordination of a Carols by Candlelight to be held in Diggers Rest.

Submitter: Alex Jinks	
Question asked of Council	Response
Can Council please provide financial agreement details on funding of City of Melton staff and vehicle usage costs , to maintain the section of Vineyard Road, Diggers Rest which is recognised as a State owned road ?	Council has a Minor Maintenance Works Agreement with VicRoads, under which Council performs maintenance of vegetation and paved areas on specified Victorian Government owned roads within the City of Melton. Services include, but are not limited to, grass mowing, edge trimming, tree and shrub maintenance, and litter control. The annual agreement is valued at up to \$30,000, with maintenance of the roundabout at Diggers Rest–Coimadai Road and Vineyard Road included in this schedule.
Submitter: David O'Connor	
Question asked of Council	Response
Given that Diggers Rest and the Vineyard Road corridor have been excluded from the current Advocacy Priorities, what steps does Council plan to undertake to ensure Diggers Rest receives the necessary infrastructure and planning required to sustain the newly developing commercial and employment precincts?	The Advocacy priorities represent service and infrastructure needs beyond the scope of local government to deliver. The advocacy priorities do not represent all the advocacy initiatives undertaken by Melton City Council. Council does and will continue to advocate directly with the Department of Transport and Planning regarding safety upgrades for Vineyard Road. Council plans and delivers local services and community infrastructure based on established precinct structure plans and the needs of our community, informed by a number of key strategies and infrastructure plans. In relation to key State and Federal infrastructure, Council also liaises with relevant government departments to scope and plan service and infrastructure needs across the City of Melton that are the responsibility of the Australian and Victorian Governments to deliver.

Submitter: David O'Connor	
Question asked of Council	Response
What is the difference between Council grant funding and funding provided through Council sponsorship agreements, in particular accountability and the method of acquittal?	Community Grant funding for projects/initiatives is generally based on an application meeting a specific funding criteria. A sponsorship is a partnership where Council receives value in return for their investment in an event for example. Grants are capped at a certain amount whereas a group requesting Council sponsor an event has greater flexibility in what is requested. Council applies a consistent process of accountability and acquittal for all public funding provided.
Submitter: Ben Hey	
Question asked of Council	Response
Is this the last road closure for this Alfred Road?	Council cannot guarantee that there will be no future closures of Alfred Road. This is due to work required to be completed in line with the Toolern Precinct Structure Plan (PSP). Council will however seek to minimise the impact on the Thornhill Park community and exhaust all options to limit the impact such as undertaking night works where feasible, maintaining a connection via Adelong Boulevard and Bridge Road, and limiting works to lane closures where feasible.
Submitter: Ben Hey	
Question asked of Council	Response
Will council be able to provide better alternative routes before the next Alfred Road closure?	Council is progressing the design and construction of Shogaki Drive, which will connect Abbey Road through to Mt Cottrell Road, and provide additional access for Thornhill Park community to Cobblebank. For any road closures, Council officers review all detour options to ensure alternative access is provided.

12. PRESENTATION OF STAFF REPORTS

12.1 MELTON CITY COUNCIL 2024/25 ANNUAL REPORT

Author: Elissa Haley - Coordinator Communications
Presenter: Emily Keogh - Head of Governance

PURPOSE OF REPORT

To present the Melton City Council Annual Report 2024/25, pursuant to Sections 98, 99 and 100 of the *Local Government Act 2020*.

RECOMMENDATION:

That Council note the Melton City Council Annual Report 2024/25 as presented at **Appendix 1**.

Motion

Crs Morris/Verdon.

That Council note the Melton City Council Annual Report 2024/25 as presented at **Appendix 1**.

For: Crs Abboushi, Carli, Majdlik, Morris, Ramsey, Turner, Vandenberg, Verdon and Zada

Against: Nil

Abstain: Nil

CARRIED UNANIMOUSLY

REPORT

1. Executive Summary

The Annual Report is a legislative requirement which outlines activities, achievements, challenges, and financial performance for the 2024/25 financial year.

Council is required to consider the Annual Report at a meeting of Council. Section 98(1) of the *Local Government Act 2020*, ('the Act') requires Council to prepare an Annual Report in respect of each financial year. The Annual Report is appended to this report as **Appendix 1**.

2. Background/Issues

Section 98(2) of the Act requires Council to prepare an Annual Report in respect of each financial year, and specifies that the report must contain:

- a report of operations of the Council
- an audited performance statement
- audited financial statements
- a copy of the auditor's report on the performance statement
- a copy of the auditor's report on the financial statements under Part 3 of the *Audit Act 1994*, any other matters prescribed by the regulations.

The *Local Government Act 2020* Section 100 – Meeting to consider the Annual Report states that:

1. For the purposes of section 18(1)(d), the Mayor must report on the implementation of the Council Plan by presenting the Annual Report at a Council meeting open to the public.
2. The Council meeting must be held:
 - a. In the year of a general election, on a day not later than the day before election day; and
 - b. In any other year, within four months of the end of the financial year.

The following section provides an overview of highlights from the Annual Report grouped by Council and Wellbeing Plan 2021-2025 themes.

Theme 1 – a safe City that is socially and culturally connected

- Council successfully delivered its major event program for 2024/25 which included Djerriwarrh Festival, Carols by Candlelight and Lakeside Alive.
- Council is leading the delivery of the VicHealth-funded Vape Free West program across the western region to reduce vaping harm amongst all young people, including those from culturally and linguistically diverse communities.
- Delivered a range of actions from the City of Melton Equality and Respect Implementation Plan 2023-2025, including delivery of the Baby Makes 3 new parents' program and launching the 'Melton City Girls Can' campaign to promote women's and girls' participation in sport and active recreation.

Theme 2 – a vibrant and healthy natural and built environment

- A community engagement program was carried out on the development of a Biodiversity Strategy.
- Approximately 26,000 trees were planted in the City of Melton in 2024/25.
- The Free Green Waste initiative was implemented from mid-November to mid-January.

Theme 3 – a fast growing, innovative and well-planned City

- Finalised the detailed design documentation and completed the tender process for construction of the Community Services Hub in Cobblebank.
- Finalised the detailed design documentation for the new Aquatic and Leisure Centre.
- Delivered several infrastructure projects to promote sport and active recreation participation, including Bridge Road Recreation Reserve, MacPherson Park Rugby Pavilion and new rugby pitch, Caroline Springs Town Centre Recreation Reserve, and the Melton Recreation Reserve Sports Pavilion.
- The Road Management Plan (RMP) 2025-2029 was adopted by Council in June 2025.

Theme 4 – a City that promotes greater education and employment

- Partnered with a range of employers, schools and service providers to support education and employment for young people. Events included the delivery of employability workshops and the Western Bulldogs Leadership Program.
- Worked with Victoria University (VU) to enable the delivery of 56 classes of Certificate III in Early Childhood Education at the Melton Library and Learning Hub for locally enrolled students.

- Commenced delivery of the Student Based Apprenticeships & Traineeships, a pilot program for students in years 10 - 12 who live with disabilities and experience disadvantage and other barriers to employment, in partnership with Future Connect.

Theme 5 – a community that is actively engaged in the City

- Undertook a significant deliberative engagement program to inform the development of the next Council Plan, Financial Plan and Asset Plan, including a review of the Community Vision.
- Undertook a deliberative engagement process as part of the development of the Customer Service Charter, with approximately 35 panel members involved in the engagement.

Theme 6 – a high performing organisation that demonstrates civic leadership and organisational excellence

- Council developed the Customer Experience Strategy, which was adopted in June 2025.
- Received significant commitments for infrastructure funding including \$1 billion to upgrade the Western Highway, between Melton and Caroline Springs, and \$300 million to construct the Calder Park interchange, following successful advocacy and engagement program.

The 2024/25 Annual Report is the fourth, and final, Annual Report as it relates to the Council and Wellbeing Plan 2021-2025.

3. Council and Wellbeing Plan Reference and Policy Reference

The Melton City Council 2025-2029 Council and Wellbeing Plan references:

3. A progressive and trusted Council

3.2 An organisation that prioritises good governance, integrity and accountability and is community minded in its decision-making.

4. Financial Considerations

Detailed information relating to Council's financial performance is included within the Financial and Performance Statements section of the Annual Report.

5. Consultation/Public Submissions

No community consultation on the development of the Annual Report has occurred, as it describes Council's performance for the 2024/25 financial year. Following Council noting, the Annual Report will be made available to the community via Council's website.

6. Risk Analysis

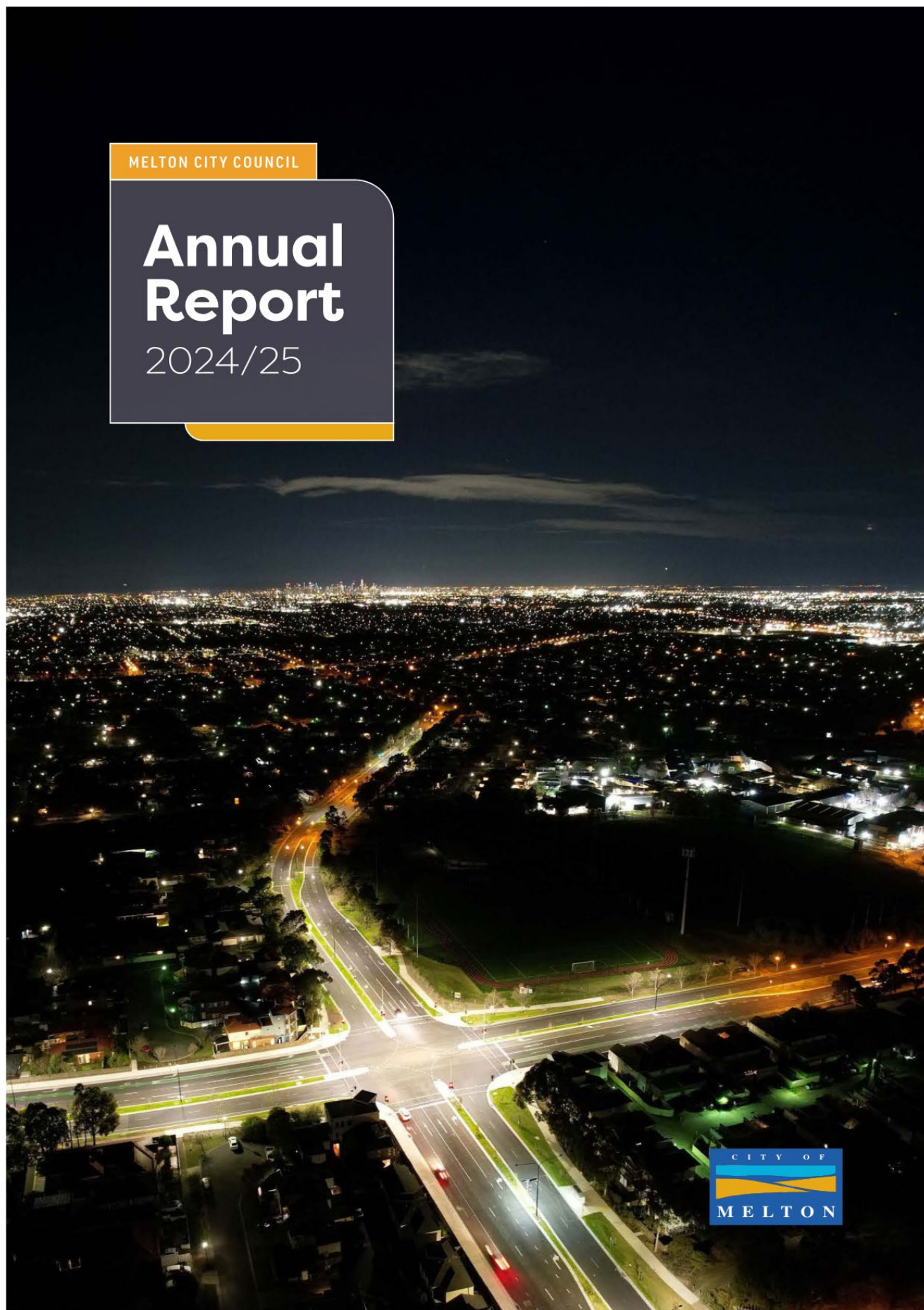
Not applicable.

7. Options

Council has a statutory obligation to consider the Annual Report at a formal meeting of Council.

LIST OF APPENDICES

1. Melton City Council Annual Report 2024/25



ACKNOWLEDGEMENT

Acknowledgement of Country

Melton City Council acknowledges the Kulin Nations as the Traditional Owners and custodians of this land and pays respect to their Elders past and present.

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Welcome to Melton City Council's 2024/25 Annual Report.

Council is committed to transparent reporting and accountability to the community.

This Annual Report provides information about Council's operations and performance during the financial year and meets all obligations under Sections 89 and 90 of the *Local Government Act 2020* (Vic) ('Act'), *Local Government Regulations 2020*, *Public Health and Wellbeing Act 2008* and *Public Health and Wellbeing Regulations 2019*.



OPERATIONS REPORT

OPERATIONS REPORT



MELTON CITY COUNCIL | ANNUAL REPORT | 2024/25 | 5

A message from the Mayor



I'm proud to present the Melton City Council Annual Report 2024/25, and what a year it's been.

One of the most significant developments in 2024 was the introduction of a new single-Councillor 10-ward structure with one Councillor elected to represent each ward, following the October election.

We welcomed the fresh experience and perspectives this change brought, energising our commitment to good governance and delivering for our City. I'd also like to recognise the contribution of our outgoing Councillors, Goran Kesic and Justine Farrugia, for their service to our City.

With a new Council came the development of our Council and Wellbeing Plan. Outlining our shared vision for this Council term, the Plan was shaped by extensive community engagement, including input from a 50-member community panel, public consultations, workshops, and submissions, from internal teams and local partners. I was extremely proud to lead this deliberative engagement process, which put our community at the centre of Council decision making.

Council continued to deliver the infrastructure and services needed to keep up with our booming population, and this Annual Report tells a story of our progress, new infrastructure, major road upgrades, groundbreaking investments, and some of our most ambitious projects to date.

We've turned big ideas into real outcomes ensuring our City remains welcoming, liveable, and inclusive.

We delivered significant capital works projects including Plumpton Children's and Community Centre, upgrades to Melton Recycling Centre, Bridge Road Community Hub, Caroline Springs Town Centre Recreation Reserve Oval 2 redevelopment, and new rugby pitches at MacPherson Park.

We also began works on Weir Views Children's and Community Centre, and MacPherson Park Pavilion, and completed the duplication of Hume Drive in Taylors Hill.

At the intersection of Caroline Springs Boulevard and Rockbank Middle Road, we replaced a roundabout with traffic lights and realigned the road to improve safety.

Cobblebank Community Services Hub also started taking shape. The six-level building, targeting a Five Star Green Star-rating, will bring health, family, and support services under one roof.

Council is delivering the \$72 million landmark project, with a \$15 million contribution from the Australian Government's Thriving Suburbs Program, and \$4.6 million from the Victorian Government's Growing Suburbs Fund.

Work on our new aquatic and leisure centre in Fraser Rise also progressed. Council is delivering the multi-million-dollar project, which has received \$15 million from the Australian Government through its Thriving Suburbs Program. The Centre will deliver a 50-metre indoor pool, splash zones, a gym and Australia's first sensory aquatic space – making it a premier destination for people of all ages and abilities.

This year also marked significant advocacy success with announcements by the Australian Government of \$1 billion for Western Highway upgrades between Melton and Caroline Springs, and \$300 million for a diamond interchange at Calder Park Drive and Calder Freeway.

We celebrated the announcement of the site for the Melton TAFE in Cobblebank. This \$55 million investment from the Victorian Government will provide pathways to local employment in trades and construction.

We were also thrilled to hear a Suburban University Study Hub would be located at the Melton Library and Learning Hub. One of just 10 funded by the Australian Government, the Hub will offer students access to tertiary study spaces, support services, and resources that open new pathways for lifelong learning.

Council delivered a range of community and cultural events to support connection and wellbeing including Djerriwarrh Festival, Lakeside Alive and Carols by Candlelight, and three Night Markets celebrating food, music and cultures of Asia, Europe and Oceania in Melton Town Centre.

Thank you to our residents, community organisations, Councillors and staff for your contributions and support throughout this transformative year.

Cr Steve Abboushi
City of Melton Mayor

A message from the Chief Executive Officer



MESSAGE FROM THE CEO

Welcome to Melton City Council's Annual Report for 2024/25.

In a time of continued growth and change, we remained focused on delivering the infrastructure, services, and leadership our community expects and deserves. One of the biggest changes was the introduction of a new Council under our new 10-ward structure.

It has been wonderful working alongside our new Councillors, who bring unique perspectives and a shared commitment to serving our community. Collectively, we have continued the good governance partnership that delivers services and initiatives for our wonderful, diverse community.

In 2024/25, we progressed our Transformation Program, a two-year initiative to modernise and integrate Council's core IT systems and will ensure our workplace remains high-performing, future-focused and community-driven.

The program spans across four key pillars Customer, People, Technology and Growth. Several initiatives are already well underway, including the Technology Change Program (TCP), which lays the foundations for a more connected and agile workplace and a much-improved experience for our customers.

In 2024, we appointed a technology partner to replace existing systems and improve everything from customer management to asset planning, finance, human resources and procurement.

The TCP, however, is about more than new systems. It's about enabling smarter, more responsive service delivery and being a more effective and efficient workplace as our community grows.

At the heart of Council's work is a deep commitment to putting customers first. This year, we took a significant step forward with the adoption of our Customer Experience (CX) Strategy.

It is the first strategy of its kind for our workplace and will help to build a strong foundation for enhancing customer experiences and reinforcing our commitment to designing services that better meet the needs of our customers.

Another focus of this year was the development of key strategic documents to provide clear direction for program and service development, and infrastructure delivery for our City.

Council progressed work on the Council and Wellbeing Plan 2025-2029, annual action plans aligned with budget priorities, and two key long-term frameworks; the Financial Plan 2025-2035, and the Asset Plan 2025-2035.

Council maintained a strong and sustainable financial position in 2024/25, with an ongoing focus on value for money. We delivered a broad range of services and our biggest capital works program to date, which focussed on completing projects already underway, and planning new projects, including the delivery of Aintree North Recreation Reserve, Hume Drive duplication and Bridge Road Community Hub.

Work continued on two exciting projects, Cobblebank Community Services Hub and a new aquatic and leisure centre in Fraser Rise.

Cobblebank Community Services Hub will centralise a range of health and community services. It is a bold undertaking; one that generally sits outside what Councils ordinarily deliver. We understood, however, the critical importance of bringing community services closer to our community, in one, easily accessible location.

Work towards the three-storey aquatic and leisure centre planned for the Fraser Rise area also progressed. It will bring aquatic, fitness, health services, and community meeting spaces under one roof to cater to rising local demand. Over the past 12 months our team has focused on the detailed design stage, ahead of an expected construction start date of late 2025.

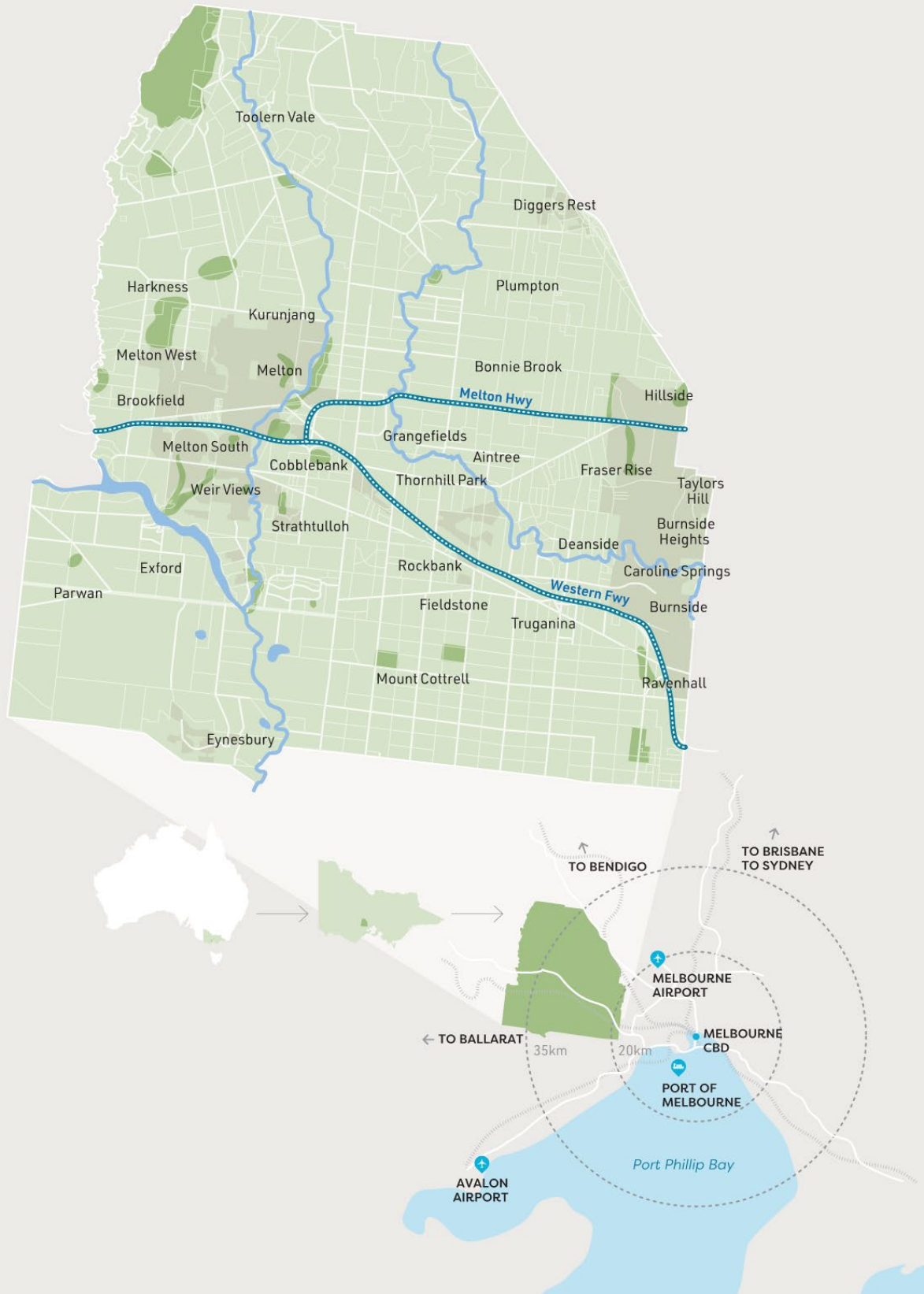
I would like to thank our Councillors, staff, and organisational leaders for their efforts throughout this year.

With strong foundations in place, a clear strategic vision, and a shared commitment to progress, we're building a stronger, more connected City, and I am excited about what we will deliver for our current and future residents in the year ahead.

Roslyn Wai
Chief Executive Officer
Melton City Council

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Our City



About our City

The City of Melton is one of the fastest growing areas in Australia. It is directly connected by the Western Ring Road and Deer Park bypass to Melbourne's major freeways, international airport, a major industrial hub in Ravenhall, and the Port of Melbourne.

The Western Highway, an important national freight route, runs through the City. The Melton township is about 35 kilometres northwest of the Melbourne CBD and comprises the suburbs of Melton, Melton West, Harkness, Melton South, Kurunjang and Brookfield and is centred on the Melton major activity centre.

The City of Melton's eastern corridor is centred on the major activity centre of Caroline Springs, approximately 19 kilometres northwest of the Melbourne CBD. The eastern corridor includes the suburbs of Burnside, Burnside Heights, Caroline Springs, Hillside and Taylors Hill.

Increasingly, the focus of development is on growth suburbs including Diggers Rest, Aintree, Bonnie Brook, Cobblebank, Deanside, Fieldstone, Fraser Rise, Grangefields, Ravenhall, Rockbank, Strathulloh, Thornhill Park, Truganina and Weir Views. The City of Melton also has several rural areas including Parwan, Plumpton, Mount Cottrell, Exford, Toolern Vale and Eynesbury.

Our History

The City of Melton has a rich Indigenous heritage dating back more than 40,000 years. Three different but related language groups, each made up of several individual clans, lived on the land now covered by the Melton Local Government Area. They are the Wurundjeri Woi-Wurrung, Wada-Wurrung and Bunurong peoples. These three Traditional Owner groups form three of the five tribes that make up the Kulin Nations. The inheritance of cultural practices for future generations is as important today as it was historically and encourages connection to people and place. The City of Melton's diverse Aboriginal and Torres Strait Islander community comes from the three Traditional Owner groups and from the many Aboriginal nations and clans around Australia. Aboriginal stone tools and camp sites have been found near local water courses along with several scarred trees where bark had been excised out of the tree without causing harm to its ongoing health. This bark was used for making canoes, carrying containers, shields and shelters. There are several Aboriginal cultural heritage sites in the City of Melton including the Melton Valley Golf Course canoe scar tree, the Bullum Bullum camp site in Burnside and the site of the area's last known corroboree in 1863 in Hannah Watts Park, Melton. The first European settlers arrived in the late 1830s and by 1862 Melton was a district that was developing a rich pastoral and farming heritage. That era is still evident with numerous remaining pastoral homesteads, dry stone walls and dams.

In 1974 Melton became Melbourne's first satellite city. Extensive suburban development led to a major increase in population through the 1980s. In acknowledgement of rapid growth, Melton Shire Council was granted City status by the Victorian Government in September 2012 and changed its name to Melton City Council. Over the past decade the City has continued to experience unprecedented population growth.



Demographic Profile

The City of Melton is one of the fastest-growing area in Australia

219,697 people

(Estimated Resident Population as of June 30, 2024)

The City of Melton population forecast for 2025 is 241,141 and is forecast to grow to **455,980** by 2046

The City of Melton increased by

13,676

in 2024/25 with a growth rate of

6.6 per cent

The Fraser Rise-Plumpton area was the fastest growing area in Australia: increase of **4,316** people

Latest data available March 2025.

There are an average of

86 families moving in and **76 babies**

being born in the City of Melton every week

The top five languages spoken at home (other than English)

Punjabi
 Filipino/Tagalog
 Vietnamese
 Arabic
 Hindi

The top five countries of birth (other than Australia)

India
 Philippines
 New Zealand
 United Kingdom
 Vietnam

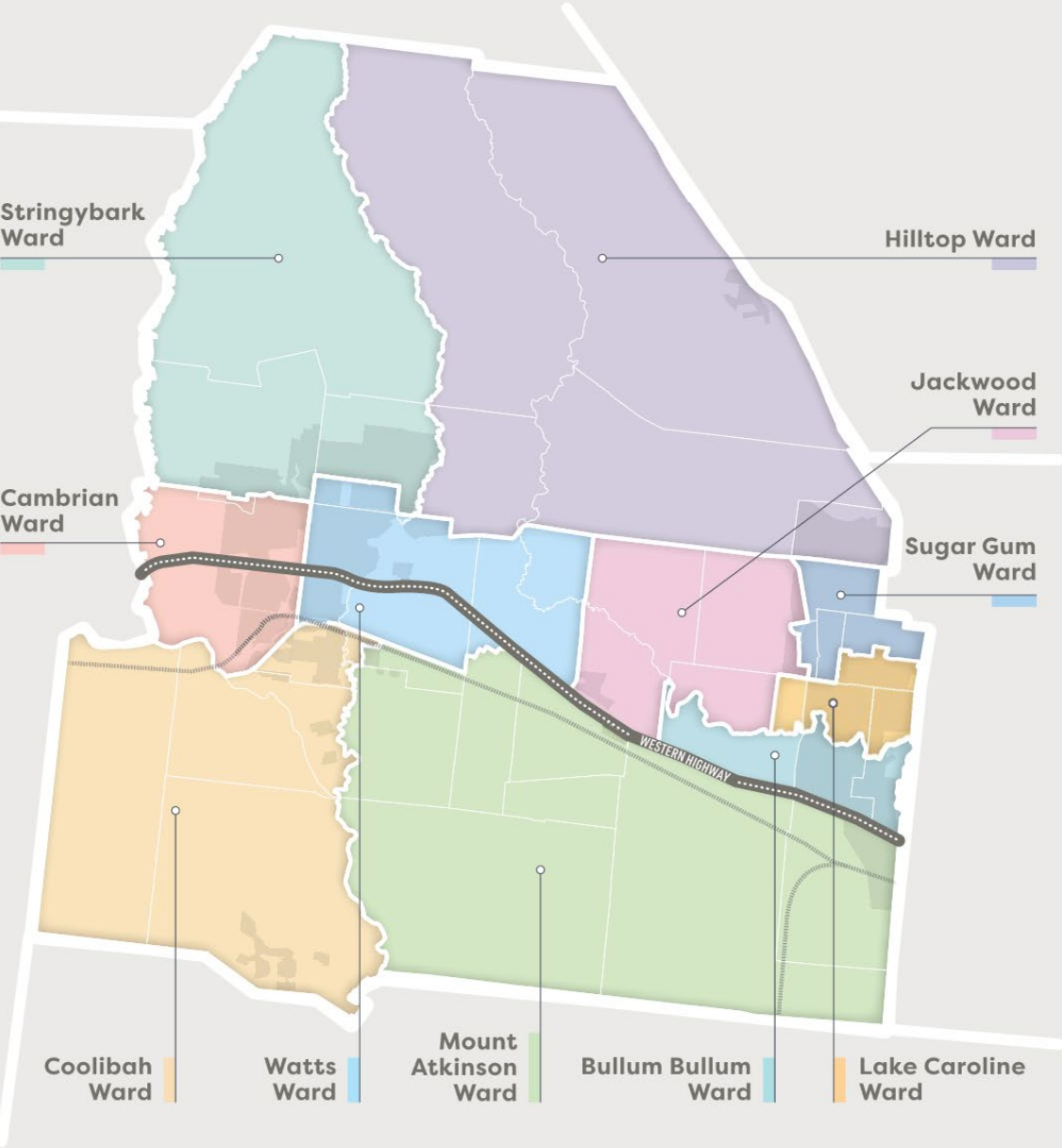
More than **17,300** local businesses

More than **52,900** local jobs

Our Council

The City of Melton is made up of 10 single-councillor wards.

OUR CITY



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Bullum Bullum Ward

Cr Steve Abboushi, Mayor

First elected November 2016

0437 231 680

steve.abboushi@melton.vic.gov.au

Cr Abboushi has been a City of Melton resident for around 20 years and during that time has, as a volunteer, mentored and taught disadvantaged young people life skills to help them lead fulfilling lives. He is passionate about ensuring the community's most vulnerable and disenfranchised residents have a voice and are represented in key Council issues. He is particularly interested in relieving the cost-of-living pressures faced by residents.

The City's residents, together with the picturesque parks, gardens and lakes are what make Cr Abboushi a proud resident and Councillor.

Cr Abboushi and his wife Mariasol, a cancer nurse, have two school aged sons: Rafael and Orlando. He has a Bachelor of Arts in Criminal Justice Administration, graduating with a high distinction average and has worked in the State Government and not-for-profit sector.



Sugar Gum Ward

Cr Lara Carli, Deputy Mayor

First elected October 2012

0409 951 020

lara.carli@melton.vic.gov.au

In her role as Councillor, Cr Carli always finds meeting local residents and doing what she can to address their needs very rewarding. It's important to her that Council delivers worthwhile, affordable projects of benefit to all residents, and she's particularly focused on the health, safety and wellbeing of the community.

As the city's population grows, Cr Carli strives to help ensure residents have a great place to live – one that's well connected, with diverse education opportunities, local jobs, and positive health outcomes. She is a proud Taylors Hill resident, often taking the time to explore what she calls the 'hidden gems' in our city – local eateries, gardens, walking trails, public art and more – with her husband and two children. Before moving to the City of Melton, Cr Carli served one term at Whittlesea Council where she was elected the first female Mayor in its history. Cr Carli has served as Mayor twice at Melton City Council.





Lake Caroline Ward

Cr Kathy Majdlik

First elected November 2008
0412 584 058
kathy.majdlik@melton.vic.gov.au

As a local resident of more than 25 years and a Councillor since 2008, Cr Majdlik is passionate about creating a better future for families in the City of Melton. Her desire to help others and to ensure local families thrive in a happy, healthy and safe environment drives her work in representing and advocating for the community.

Disability services and access and inclusion for everyone are priorities Cr Majdlik values highly. She is also strongly committed to environmental and economic sustainability and the health, wellbeing and safety of all those who call the City of Melton home.

Cr Majdlik brings her strong business background to Council, with a Double Masters in Business Administration (MBA) and Entrepreneurial Innovation (MEI). She also holds a Diploma in Local Government and is a Graduate of the Australian Institute of Company Directors (GAICD). Cr Majdlik has served as Mayor four times.



Coolibah Ward

Cr Brandi Morris

First elected October 2024
0418 999 577
brandi.morris@melton.vic.gov.au

Cr Morris is a proud mother of four and a passionate advocate for community wellbeing, youth engagement, and holistic development. With a diverse background in not-for-profits, community organisations, government agencies, and holistic care, she brings a compassionate and solutions-focused approach to her role as Councillor.

Cr Morris is deeply committed to mentoring young people, creating opportunities for active engagement, and supporting initiatives that enhance safety, wellbeing, and community connection. She champions small business growth to foster more local jobs and advocates for greater access to education and lifelong learning resources. Cr Morris values the preservation and sustainable use of the City's rich heritage and unique natural environment, ensuring development is thoughtful and inclusive.

Cr Morris proudly supports the many incredible programs, services, and community groups that make the City a vibrant place to live, work and raise a family. Her work reflects her dedication to building a connected, healthy, and empowered future for all.



Watts Ward

Cr Sophie Ramsey

First elected October 2001
0412 584 067
sophie.ramsey@melton.vic.gov.au

A local resident for more than 30 years, Cr Ramsey has been involved in and continues to support many volunteer and community groups. She sees the local community as the city's greatest asset and strives to be a strong voice for everyone, so that even the most vulnerable and isolated can be heard.

Cr Ramsey's greatest aspirations for the community, and the things she tirelessly advocates for are a tertiary facility for Melton, local road and highway upgrades, and more investment into local jobs. As a mother to three beautiful daughters, family is very important to her.

First elected to Council in 2001, Cr Ramsey holds the honour of being Melton City Council's longest serving Councillor – elected for six terms and serving as Mayor four times.



Stringybark Ward

Cr Julie Shannon

First elected October 2020
0499 801 302
julie.shannon@melton.vic.gov.au

Cr Shannon truly values learning about, and understanding, the needs of residents and giving them a voice on the issues that matter to them. Honoured to fulfil a second term as a Councillor, she's very interested in making Melton a destination for visitors and has advocated for the Melton Weir to be developed. Family violence, homelessness and food security are issues that are especially important to Cr Shannon. Cr Shannon lives, works and volunteers in the City of Melton; she is married to husband Paul and is a proud mother and grandmother. Her life experiences include small business, education, retail, hospitality, not-for-profit and faith-based activities. Cr Shannon has served on various industry and not-for-profit boards over the past 25 years which have taught her to appreciate diversity and value a difference of opinion.



Cambrian Ward

Cr Bob Turner

First elected November 2008
0412 584 224
bob.turner@melton.vic.gov.au

Cr Turner is passionate about the health and wellbeing of young people, and strongly advocates for enhanced program delivery, more primary and secondary schools, and a local university. A strong advocate for improving our transport system and roads, he campaigns for the electrification of the Melton Railway Line, improved local bus connections, and major arterial roads.

Cr Turner immigrated to Australia from Dundee, Scotland, in 1989 with his wife and three sons and settled in Melton in 1990. Cr Turner is now proud grandad to six grandchildren. A toolmaker by trade, he was a founding member of the Melton Street Surfer Bus, Melton Idol and The Gap on Graham Inc Youth Centre initiatives. He is an active member and President of our local community radio station 979fm (3Rim Inc.) and the Lions Club of Melton.



Jackwood Ward

Cr Ashleigh Vandenberg

First elected October 2020
0499 801 183
ashleigh.vandenberg@melton.vic.gov.au

Cr Ashleigh Vandenberg is a registered nurse and dedicated local mother raising her family in the City of Melton. Balancing her career in healthcare with her role as a Councillor, she brings compassion, professionalism and a strong sense of community service to everything she does.

Her lived experience as a working parent gives her a deep understanding of the challenges families face, from access to local services and road safety to affordable recreation and youth engagement.

Cr Vandenberg is committed to being a strong voice for residents by listening and acting, while also advocating for the needs of her community. She believes in building a City of Melton that is healthy, safe and strong, where every resident has the opportunity to be heard and supported.

Cr Vandenberg is the City of Melton's first Aboriginal Councillor and has a strong community connection and heritage to the Wiradjuri and Nari Nari people.



Hilltop Ward

Cr John Verdon

First elected October 2024
0418 444 883
john.verdon@melton.vic.gov.au

Cr Verdon has been a long-term advocate for the City of Melton, having lived in the area for over 10 years. He is passionate about community development and volunteerism, and has worked with the community to establish advocacy, and neighbourhood watch groups, and coaches a local junior soccer team.

Cr Verdon works full time for the Department of Education and is deeply committed to educational and youth outcomes. He also understands the importance of supporting young people through well planned infrastructure and services.

Cr Verdon lives with his wife and two young children and loves getting out and about in the community. Prior to working for the Department of Education, he worked in a number of other Federal and State government roles and is committed to using this knowledge to align the work of Council as much as possible to maximise the community benefits.



Mount Atkinson Ward

Cr Dr Phillip Zada

First elected October 2024
0418 999 659
phillip.zada@melton.vic.gov.au

Cr Zada is the inaugural Councillor for the fast-growing Mount Atkinson Ward and a long-time resident of Melbourne's west. A father of three, he approaches each decision by asking, "Is this the kind of community where I'd be proud to raise my own family?"

Cr Zada brings a practical, solutions-focused approach to Council, grounded in evidence-based innovation. He holds a PhD and is the founder of Z Ware, a consultancy bridging technology and community needs. In 2025, he was elected Chair of LeadWest. He champions better transport, tougher action on illegal dumping, accessible open spaces, and transparent, data-driven decision-making. Guided by facts and community input, Cr Zada is committed to building a healthier, safer, and more connected Mount Atkinson Ward.

Our Year in Review

OUR YEAR IN REVIEW



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Snapshot from the 2024/25 year

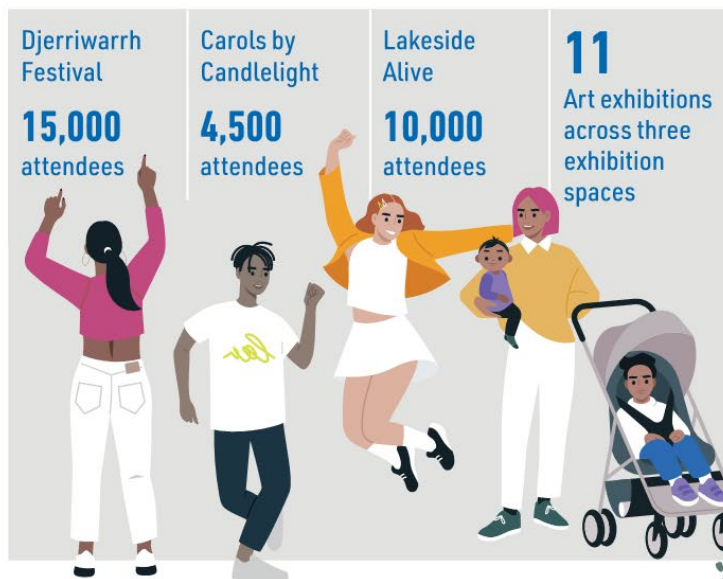
Waste services



Community Care



Arts and Events



Citizenship



Libraries



Roads



Two major bridges constructed	61kms of roads constructed	131kms of kerb and channel constructed	121kms of new footpaths and shared paths constructed
	24kms of roads resurfaced	1.6kms of footpaths renewed	97kms of stormwater pipes constructed

Grants

Community Grants Program: \$289,181 awarded to 83 community groups	Resident Achievement Fund: \$39,182 awarded to 33 individuals	FairGo 4 Youth Fund: \$113,954 been awarded 313 individuals
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Family Services

Provided 7,323 hours of parenting support to 79 families	An illustration of a woman with long dark hair reading a book to a young child. The child is sitting on the floor with colorful blocks and a teddy bear.	2024 Kindergarten registrations: 3,974	2025 Kindergarten registrations: 4,201
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Maternal and Child Health

3,957 births	26,462 Key Ages and Stages visits	3,530 hours of telephone consultations	3,043 referrals made 895 group hours delivered	An illustration of a pregnant woman in a green dress standing next to a man in a white shirt who is holding a baby.	301 hours of community strengthening activities delivered
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Major Capital Works

Over \$172 million was spent on community facilities, roads, footpaths, parks and reserves over the year – a record capital works investment for Melton City Council.



Aintree North Recreation Reserve, Aintree

A new community sport and recreation precinct was unveiled in Aintree in April 2025, providing a district level active open space precinct for Aintree's fast-growing community and a home to several local sporting groups.

The reserve includes an all-abilities play space, public toilets, an off-lead dog park, a fitness trail and jogging track, a youth space with a skate park, soccer pitches, a shared path network and a community sports pavilion. Council invested \$11.9 million in the project, with the Victorian Government contributing \$2 million from the Growing Suburbs Fund, and \$1.46 million in developer contributions.



Earlington Square Reserve playspace, Burnside

Following an upgrade, Earlington Square Reserve is now a more welcoming, inclusive space designed to include play opportunities for everyone in the community.

Upgrades include enhancements to shared paths, additional activity areas, refurbishment of the existing basketball court, improvements to picnic facilities and play spaces, new nature play elements, and additional tree planting to provide more natural shade and greenery.

The \$900,000 project was jointly funded by Council and the Victorian Government's Growing Suburbs Fund and was officially opened in June 2025.



Navan Park playspace, Harkness

The much-loved Navan Park was transformed into an inviting, accessible, and sustainable space for the community to gather and enjoy the outdoors.

Improvements include new play equipment, shared path connections to enhance access for visitors, and upgraded lighting to help extend the use of the park beyond daylight hours.

Fresh landscaping includes rejuvenated grassed areas, new plants, natural play elements, built shade structures, and new native trees.

Council contributed \$277,887 towards the project, along with \$875,543 in developer contributions and \$560,297 through the Victorian Government's Growing Suburbs Fund. The Australian Government contributed \$517,613 through its Local Roads and Community Infrastructure Program to fund the new lighting.

The upgrade was completed in June 2025.



Hillside Recreation Reserve playspace, Hillside

Upgrade works took place at Hillside Recreation Reserve to revitalise the playspace into a vibrant and inclusive space for the community to enjoy.

The playspace includes a range of new equipment and amenities designed to cater to all ages and abilities.

New features include a play tower with slides, swings, a rock-climbing wall, mini trampolines, a revamped basketball court, a sandpit, and nature-based play elements.

Improved natural shade, a shared path network to improve accessibility, and outdoor exercise pods to promote active lifestyles are also part of the enhancements.

Council funded just over \$510,000 for the upgrades, with the Victorian Government contributing \$400,000 through its Growing Suburbs Fund.



Hume Drive road duplication, Taylors Hill

Hume Drive was duplicated between Gourlay Road and Calder Park Drive, helping to reduce congestion, particularly during peak times, and make this section of the road safer for drivers, cyclists and pedestrians.

The project included realignment of the road, shared paths and footpath links, new public lighting, upgraded bus stops, new turning lanes and landscaping, with 240 mature native trees and 7,000 ground cover and shrubs planted. The \$8.8 million project was fully funded by Council and was completed in late 2024.



Troups Road South road upgrade, Mount Cottrell

Upgrades were completed on Troups Road South in March 2025, resulting in a smoother, safer journey for residents and road users.

The works were undertaken between Boundary Road and Greigs Road and included upgrades to drainage and driveway culverts, road widening and sealing the road surface. New signage and line markings were also included.

Prior to the works on Troups Road South, the intersections at Greigs Road and Boundary Road were also upgraded to improve road safety. The \$6 million project was fully funded by Council.



Caroline Springs Rockbank Middle Road intersection upgrade

The intersection of Caroline Springs Boulevard and Rockbank Middle Road was upgraded to include traffic lights, improving traffic flow and safety.

Construction works were completed in April 2025, and included the removal of the existing roundabout, expansion and realignment of the road, new traffic lights, landscaping, and new public lighting. The \$10.86 million project was fully funded by Council.



Barwon Street Reserve playspace, Taylors Hill

Barwon Street Reserve is now a space that strengthens connections to nature, with improvements to play and kick-about spaces, shared path connections, upgraded picnic facilities, and additional natural shade.

The \$500,000 project was jointly funded by Council and the Victorian Government's Growing Suburbs Fund and was officially opened in June 2025.



Bridge Road Community Hub Stage 2, Strathtulloh

The new Bridge Road Community Hub provides residents with a fully integrated and accessible recreation space to enjoy.

Facilities include an oval for football and cricket, netball court, cricket practice nets and lighting alongside various visitor and player amenities. A new community pavilion provides a home base for local clubs and events.

Landscaping works included tree plantings to provide shade and informal spaces for people to meet, relax, or enjoy a casual kick-about.

A new shared path network safely connects residents with the Bridge Road Community Hub, Toolern Regional Park, and nearby neighbourhoods.

Council contributed over \$11 million towards the project, along with \$800,000 through the Victorian Government's Growing Suburbs Fund and \$250,000 from the Local Sport Infrastructure Fund.

The project was completed in June 2025.



Plumpton Community Centre, Fraser Rise

The Plumpton Community Centre is a purpose-built, integrated facility, supporting the needs of children, families in Fraser Rise and surrounding areas.

It includes a kindergarten, Maternal and Child Health services, and a community space for programs and services to cater for community need.

The kindergarten program commenced at the centre in 2025, providing much needed places for 3 and 4-year-old funded kindergarten in the local area.

The \$17 million project was jointly funded by Council, with \$10.9 million contribution from the Victorian Government through the Growing Suburbs Fund and Building Blocks Fund.

The Centre was officially opened in June 2025.



The Parkway Reserve playspace, Caroline Springs

Upgrades to The Parkway Reserve have changed it into an accessible and fun recreational space for the community to gather.

Improvements include expansion of the existing play space with nature play elements and new equipment, and a basketball court for older children and teens to shoot some hoops.

Upgraded footpaths allow for greater accessibility, and improvements to grassed areas and picnic facilities to provide welcoming spaces for residents to socialise or relax.

Landscaping works included additional trees for shade and a diverse range of plantings.

The \$1.4 million upgrade was jointly funded by Council and the Victorian Government through its Growing Suburbs Fund.

The upgraded Reserve was officially opened in December 2024.

Community Services Hub, Cobblebank

Located in the heart of the Cobblebank Metropolitan Activity Centre, the Community Services Hub will provide space currently lacking in the City of Melton to accommodate a range of community services and commercial providers to meet the needs of our growing community. The building will provide an accessible space to deliver a range of important services such as mental health, disability, refugee and family support services, as well as culturally specific services for our Aboriginal and Torres Strait Islander communities and culturally diverse communities.

In 2024/25, the detailed design was finalised and the contract for construction was awarded in May 2025. Construction commenced in mid-2025 and is expected to be complete in late 2026.

(Artists' impressions)



Aquatic and Leisure Centre, Fraser Rise

In 2024/25 work continued on the design and masterplan for an Aquatic and Leisure Centre in the City, Council's biggest ever capital delivery project.

The new aquatic and leisure centre will be constructed on Beattys Road in Fraser Rise. It will feature indoor pools, splash play areas, water slides, spas, a sauna, an Australian-first sensory aquatic space, health and fitness areas, allied health spaces, an outdoor beach pool, change facilities and a café. It will also include a multipurpose events space, rooftop deck and parking.

The Centre will offer inclusive and accessible facilities which support a healthy, connected community. In 2024/25 detailed design for the facility was completed.

The Centre is expected to commence construction late 2025 and is expected to open in 2028.



Major Events

Our Major Events Program for 2024/25 commenced with Melton's signature event, the Djerriwarrh Festival, in November 2024.

The festival drew an estimated crowd of 15,000. Attendees enjoyed a day filled with activities, culminating in an evening performance headlined by The Superjesus, supported by Bachelor Girl.

As the year ended, Carols by Candlelight was held at Hannah Watts Park in December and featured community and professional singers.

In March 2025, Lakeside Alive in Caroline Springs featured a new event layout and drew a crowd of more than 10,000 attendees with a day of festivities, concluding with a spectacular fireworks display over Lake Caroline and a performance from the Pierce Brothers.

Citizenship Ceremonies and Civic Events

Close to 3,000 new citizens were welcomed to the City of Melton during the 2024/25 year. The City of Melton welcomed 387 new citizens during its annual Citizenship Ceremony on Australia Day on 26 January 2025. The event was held at Cobblebank Stadium where conferees and guests were treated to activities that celebrated all things Australian with reptiles, dingos and a barbeque on offer for attendees.

More than 20 Civic Events were held over the 2024/25 year. These included official opening events for the following projects:

- Aintree North Reserve
- Barwon Street Reserve, Taylors Hill
- Black Knight Way Reserve Revitalisation
- Burnside Heights Recreation Reserve
- Earlington Square Reserve, Burnside
- Little Blind Creek, Kurunjang
- Melton City Council's Marveloo
- Melton Recreation Reserve Pavilion
- Melton Recycling Facility – Stage 2
- Parkway Reserve, Caroline Springs
- Plumpton Community Centre



Awards

Melton Botanic Garden playspace wins Landscape Architecture Award

In June 2025, Melton City Council received a Landscape Architecture Award for its innovative nature-based playspace in the Melton Botanic Garden.

The award was won in the Play Spaces category at the 2025 Australian Institute of Landscape Architects (AILA) Victoria Awards.

The playspace, which opened in 2023 and features a range of natural play elements for children to explore and enjoy, was designed following community feedback from park users, residents and the Friends of Melton Botanic Garden.

It was jointly funded by Melton City Council and the Growing Victoria's Botanic Gardens Grants program.

Taylors Hill Youth & Community Centre wins 2024 Neighbourhood House Victoria Award

In March 2025, Taylors Hill Youth & Community Centre took out top honours for promoting gender equity at the 2024 NHVic Awards held by Neighbourhood Houses Victoria.

The Council-run Centre won the Fiona Richardson Award for Gender Equity for its Women in Business & Entrepreneurship project (WIBE), which was delivered in partnership with local not-for-profit community organisation, Multicultural Association of Community Empowerment (MACE).

The project, which is aimed at empowering women in the City of Melton, addressed gender inequality amongst Indian women in the areas of economic empowerment, education, social connection and wellbeing.

Hillside Community Centre was also a finalist in this year's awards in the Good Health and Well-Being category for its Ageing Artfully Art Project.

Community Satisfaction

Every year Council commissions a Community Satisfaction Survey.

A total of 800 residents are randomly surveyed from a sample drawn proportionally from across the municipality. In 2025, the survey was conducted as a door-to-door, in-person interview survey. The surveying was completed between May and June 2025.

The following core components are included in the survey each year:

- ✓ Satisfaction with Council's overall performance and change in performance
- ✓ Satisfaction with aspects of governance and leadership
- ✓ Importance of, and satisfaction with, a range of Council services and facilities
- ✓ Current issues of importance for Council to address
- ✓ Satisfaction with aspects of planning and housing development
- ✓ Community perception of safety in public areas of Melton and
- ✓ Satisfaction with Council's customer service.

In addition to these core components, the survey also explores current issues of importance to the community and Council service delivery.

The 2025 survey included questions related to the following issues:

- ✓ Sense of community
- ✓ Personal wellbeing
- ✓ Local employment and educational opportunities
- ✓ Food security
- ✓ Average commuting time
- ✓ Physical activity
- ✓ Walking or cycling to local shops and facilities
- ✓ Volunteering

This information is used for Council's performance reporting purposes and plays an integral role in Council's annual strategic planning activities.

Satisfaction with most aspects of Council performance remained stable in 2025 including overall performance of 7 out of 10 (in the 'good' range), average satisfaction with services and facilities, 7.8 out of 10 (up 2%), the five core aspects of governance and leadership (stable), planning and development outcomes (down 1%) and planning for population growth (up 2%).

The top three issues identified by the community in 2025 were:

- Traffic management (23% up from 18%)
- Safety, policing and crime (19% up from 6%)
- Roads including roadworks (15% up from 8%)

More information about the annual Community Satisfaction Survey is available on Council's website.

Economic Factors

The City of Melton's economy has continued to grow; from 2024 to 2025, Gross Regional Product increased from \$8.1 billion to \$8.5 billion (an increase of 4.4 per cent).

Over the past 12 months, Council has continued to attract new business investment and support existing local businesses to continue to grow the economy and create local jobs for the City of Melton's rapidly growing population.

With current forecasts predicting the City's population will increase to 455,980 by 2046, the City of Melton will continue to attract investors looking to benefit from our City's demographic and geographic advantages.

Major Changes

In October 2024, the Melton City Council Election took place.

The Victorian Electoral Commission (VEC) formally declared the election results on Monday 11 November 2024.

The City of Melton moved to a single-councillor ward structure from the 2024 local government election.

These changes have been made under the *Local Government Act 2020* which seeks to ensure fair and equitable representation and facilitate good governance. Ward boundaries have been identified to ensure an approximately equal number of voters per Councillor.

The City of Melton now has 10 wards:

1. Bullum Bullum Ward
2. Cambrian Ward
3. Coolibah Ward
4. Hilltop Ward
5. Jackwood Ward
6. Lake Caroline Ward
7. Mount Atkinson Ward
8. Stringybark Ward
9. Sugar Gum Ward
10. Watts Ward



2024/25 Financial Summary

Melton City Council is in a sustainable financial position guided by the adopted 10-year Financial Plan in line with the *Local Government Act 2020*. The Financial Plan and subsequent Budget adopted in 2025 outlines how Council will responsibly manage ratepayer funds and ensure financial sustainability.

\$700m

Total income
(including non-monetary contributions)

\$308m

Total expenditure

\$14.7m

Adjusted operating surplus

\$172.9m

Capital works expenditure

The City of Melton's population is forecast to reach 455,980 by 2046, and additional growth requires a proactive and disciplined approach to ensuring the organisation balances what is important today, as well as the decision making that supports infrastructure and services for future generations.

A summary of financial performance is outlined below, and further details can be found in the Financial and Performance Statements at the end of the report.

Operating Position

Council achieved an operating result of \$392.5 million for the 2024/2025 reporting period. It should be noted that the surplus is reported in line with Australian Accounting Standards and includes many non-cash items including \$275.3 million in "income" for assets brought to account upon the finalisation of subdivisions by developers.

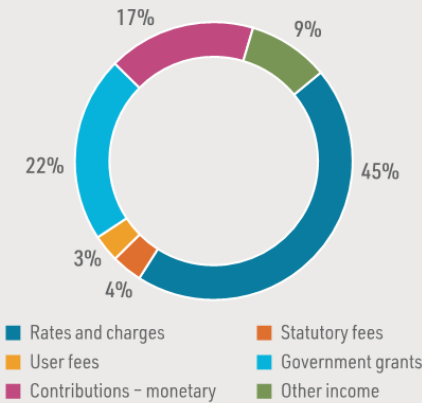
The result was predominantly driven by the recognition of subdivision works completed which had not been budgeted as non-monetary contributions. Council's prudent financial management continued to contain costs which assisted in generating an increase in the operating surplus.

Further information is available in the Financial Statements.

Income

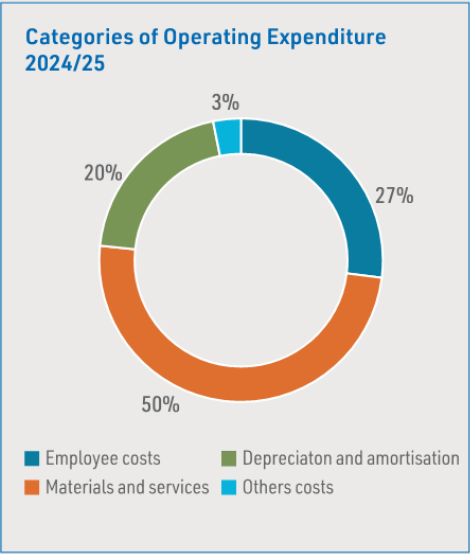
Council's revenue stream comprises of rates and charges, land sales, grants and contributions, statutory fees and fines, user fees and other income. Rates form a significant part of the Council's revenue stream, representing 45 per cent of income (excluding non-monetary contributions). Council is focused on maximising income from other sources such as investment income and government grants, in its attempt to reduce the dependence on rates revenue.

Sources of Income 2024/25
Excluding Contributions – Non-Monetary



Expenses

Council's total expenditure, including depreciation for 2024/2025, was \$307.9 million to deliver services that benefit the community. Total operational expenditure increased from the prior year and reflects expenditure on salaries, materials, contracts and services. Council has a strong track record of sound fiscal management.



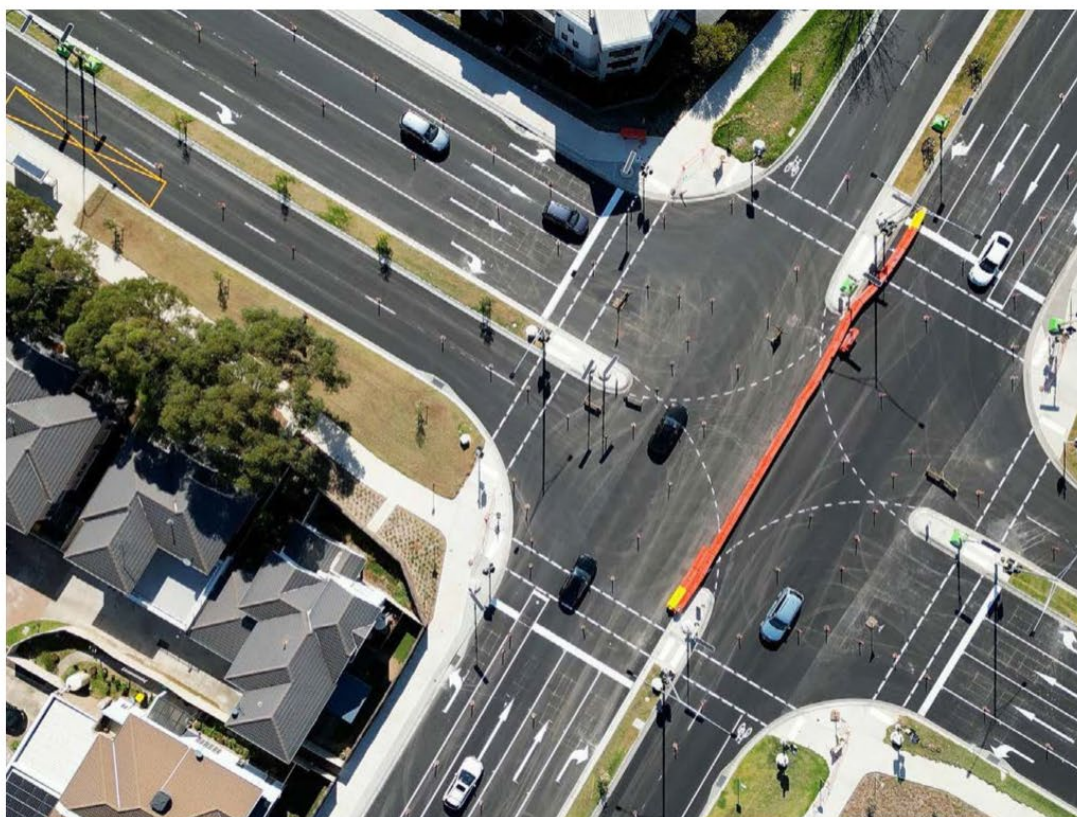
Financial sustainability

Council aims to ensure it is able to maintain its infrastructure assets at expected levels while continuing to deliver essential services and new infrastructure required for a growing community.

In 2024/2025, Council's budget was based on a 2.75 per cent rate increase, which was in line with the State Government's rate cap amount for the year. Council continues to absorb increasing costs and steady revenue. Each year this becomes more of a challenge, and the drive to find efficiencies within operations is ongoing to ensure there are no significant impacts on service delivery.

Council relies on support from the Victorian and Federal governments to deliver key infrastructure projects and provide support for other important programs in the region. Overall, Council received \$92 million in grant funding from State and Federal governments during the 2024/2025 financial year.

Key Financial Sustainability Indicators		
Indicator	Result	Risk Rating*
Net result %	56.04%	Low
Adjusted underlying result %	13.91%	Low
Liquidity (ratio)	304.00%	Low
Internal financing (%)	71.26%	Low
Indebtedness (%)	11.00%	Low
Capital replacement (ratio)	2.81	Medium
Renewal gap %	16.00%	Low
*Rating per VAGO's risk matrix		



Challenges and future considerations

- Managing the timely delivery of infrastructure, facilities and services to a rapidly growing community.
- Advocating for the provision of transport, education and employment infrastructure including roads and public transport, a local university and employment hubs.
- Reducing road and traffic congestion.
- Ensuring residents have access to local health and community services.
- Community safety and perceptions of community safety.
- Affordable housing.
- Preservation and protection of the natural environment.
- Standard of parks and reserves.
- Waste management, including illegal dumping.
- Business investment and attraction to support a strong local economy and boost local job opportunities.
- Increasing efficiency of our operations to maximise productivity while meeting key community service expectations.
- Planning for long term financial sustainability challenges due to funding shortfall and rate cap constrained operating environment.
- Adding to alternative revenue streams other than rates revenue to support financial sustainability.
- Continuing to invest in hardship programs to support our community through current cost of living challenges and ongoing financial hardship.
- Continuing to leverage partnerships to help enhance service provision, infrastructure delivery and funding opportunities.
- Implementation of our workplace Transformation Program with a focus on People, Customer, Technology and Growth whilst maintaining business as usual operations. Major focus on implementing Council's Technology Change Program.
- Progress work on best practice complaints handling to be more responsive and customer focussed, in line with the Customer Experience Strategy.
- Continue to advance maturity in good governance practices and transparent decision making into Council's everyday processes and procedures.

Governance and Management Information

GOVERNANCE AND MANAGEMENT



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The Role of Council

The *Local Government Act 2020* (the Act) sets out the role and powers of a Council. Council is a statutory body incorporated under the Act. Its role is to provide good governance in the City of Melton for the benefit and wellbeing of the community.

Governance

In performing its role, Council must give effect to overarching governance principles and supporting principles set out in section 9 of the Act, including:

- Giving priority to achieving the best outcomes for the community, including future generations
- Promoting the economic, social and environmental sustainability of the municipal district, including mitigating and planning for climate change risks
- Engaging the community in strategic planning and strategic decision-making
- Pursuing innovation and continuous improvement
- Seeking collaboration with other Councils and Governments and statutory bodies
- Ensuring Council's ongoing financial viability.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes, including community consultation, and the ability to make submissions to address Council at Submissions Hearings that may be scheduled from time to time for specific matters (such as planning matters or prior to the adoption of key documents). Council's formal decision-making processes are conducted through Council meetings and delegated committees of Council.

Council also delegates decision making to the CEO and employees in line with adopted Council delegations.

Council Meetings

Council Meetings are held each month, except January.

Meeting agendas and minutes are available on Council's website. Council Meetings are live streamed with a video recording of the meeting made available on Council's website approximately two days after the meeting. Each item on the agenda is 'bookmarked' so that the public can easily find any item they are interested in.

Council meetings in 2024/25 were held on:

- | | |
|--|---------------------------|
| • Monday 22 July 2024 | • Monday 25 November 2024 |
| • Monday 26 August 2024 | • Monday 16 December 2024 |
| • Monday 16 September 2024 | • Monday 24 February 2025 |
| • Monday 21 October 2024 | • Monday 24 March 2025 |
| • Thursday 21 November 2024
(Meeting to elect the Mayor and Deputy Mayor) | • Monday 28 April 2025 |
| | • Monday 26 May 2025 |
| | • Monday 23 June 2025. |

Councillor Vacancies and Appointments

Councillors from 1 July 2024 until 26 October 2024:

- Cr Kathy Majdlik (Mayor)
- Cr Steven Abboushi (Deputy Mayor)
- Cr Lara Carli
- Cr Goran Kesic
- Cr Justine Farrugia
- Cr Sophie Ramsey
- Cr Julie Shannon
- Cr Bob Turner
- Cr Ashleigh Vandenberg

On 26 October 2024, the Local Government General Elections were held resulting in the following appointments to Melton City Council for the 2024-2028 term:

- Cr Steven Abboushi (2024/25 Mayor)
- Cr Lara Carli (2024/25 Deputy Mayor)
- Cr Kathy Majdlik
- Cr Brandi Morris
- Cr Sophie Ramsey
- Cr Julie Shannon
- Cr Bob Turner
- Cr Ashleigh Vandenberg
- Cr John Verdon
- Cr Dr Phillip Zada



Committees

Council Committees and Representation

In accordance with the *Local Government Act 2020*, Council has established a range of committees to support good governance, informed decision-making, and community engagement.

In addition to Council established committees, Councillors are also appointed to represent Council on various external committees and other bodies. Such representation ensures that the City's interests are heard and considered in broader initiatives.

A full list of Councillor appointments is provided below.

Committee	Councillor Representative	
	November 2023 to October 2024	November / December 2024 to November 2025
Arts and Culture Advisory Committee	Cr Carli Cr Turner	Cr Carli (Chair) Cr Morris Cr Turner
Audit and Risk Committee	Cr Majdlik Cr Shannon	Cr Abboushi Cr Carli
CEO Employment and Remuneration Committee	All Councillors	Cr Abboushi (Chair) Cr Carli Cr Majdlik Cr Verdon
Community Achievement Awards Assessment Panel	All Councillors	All Councillors
Councillor Representations Nominations Advisory Committee	All Councillors	All Councillors
Disability Advisory Committee	Cr Majdlik Cr Carli Cr Ramsey (Cr Shannon - Reserve)	Cr Carli (Chair) Cr Majdlik Cr Ramsey (Cr Shannon - Reserve)
Heritage Advisory Committee	Cr Turner Cr Ramsey (Cr Abboushi - Reserve)	Cr Turner (Chair) Cr Ramsey (Cr Morris - Reserve)
Intercultural Advisory Committee	Cr Abboushi Cr Kesic Cr Shannon Cr Turner	Cr Morris (Chair) Cr Turner Cr Vandenberg Cr Zada (Cr Shannon - Reserve)
Interface Councils	Cr Majdlik	Cr Abboushi
LeadWest Joint Delegated Committee	Cr Ramsey (Cr Kesic - Reserve)	Cr Zada (Cr Ramsey - Reserve)
Recreation and Leisure Advisory Committee	Cr Carli Cr Farrugia Cr Turner	Committee retired
Mayoral Charity Fund Advisory Committee	Cr Majdlik Cr Abboushi	Committee retired
Melbourne Regional Landfill Community Reference Group	Cr Turner	Cr Turner

Committee	Councillor Representative	
	November 2023 to October 2024	November / December 2024 to November 2025
Melton Weir Development Advisory Committee	Cr Shannon Cr Ramsey Cr Turner Cr Vandenberg	Cr Shannon (Chair) Cr Morris Cr Ramsey Cr Turner Cr Vandenberg
Metropolitan Transport Forum	Cr Turner	Cr Verdon
Municipal Association of Victoria	Cr Majdlik (Cr Kesic – Reserve)	Cr Majdlik (Cr Verdon – Reserve)
National Growth Areas Alliance (NGAA)	Cr Majdlik Cr Kesic Cr Turner	Cr Abboushi
Policy Review Panel	Cr Majdlik Cr Carli Cr Ramsey Cr Shannon	Cr Carli (Chair) Cr Majdlik Cr Ramsey Cr Shannon (Cr Verdon – Reserve)
Preventing Family Violence Advisory Committee	Cr Ramsey Cr Shannon	Cr Carli (Chair) Cr Ramsey Cr Shannon Cr Zada
Reconciliation Advisory Committee	Cr Vandenberg (Cr Ramsey – Reserve)	Committee retired
Road Safe Westgate	Cr Ramsey (Cr Abboushi – Reserve)	Cr Ramsey
Safe City Advisory Committee	Cr Abboushi Cr Ramsey Cr Shannon	Cr Carli (Chair) Cr Morris Cr Ramsey Cr Shannon Cr Verdon Cr Zada
Victorian Local Governance Association	Cr Majdlik	Cr Zada
Western Highway Action Committee (WHAC)	Cr Kesic	Cr Zada
Western Melbourne Tourism Board	Cr Shannon	Cr Shannon
Western Region Mayors Forum	Cr Majdlik	Cr Abboushi
Youth Advisory Committee	Cr Abboushi Cr Kesic Cr Turner Cr Vandenberg	Cr Abboushi (Chair) Cr Morris Cr Turner Cr Verdon (Cr Vandenberg – Reserve)

Model Councillor Code of Conduct

The Model Councillor Code of Conduct, established under section 139 of the *Local Government Act 2020* and prescribed through Schedule 1 of the Local Government (Governance and Integrity) Regulations 2020, came into force on 26 October 2024. This reform replaced the previous requirement for Councils to individually develop and adopt a Councillor Code of Conduct, with a consistent, statewide standard.

The Model Councillor Code of Conduct consists of the following five standards of conduct:

1. Performing the Role of a Councillor
2. Behaviours
3. Good Governance
4. Integrity
5. The Model Councillor Code of Conduct does not limit robust public debate.

All Councillors are required to affirm their commitment via oath or affirmation and must uphold these standards throughout their term. Council has adopted an Internal Resolution Procedure, under and in accordance with section 140 of the *Local Government Act 2020* and regulation 12A of the Local Government (Governance and Integrity) Regulations 2020, to manage alleged breaches of the Model Councillor Code of Conduct fairly and effectively. This internal mechanism sits within a broader Councillor Conduct Framework, which provides clear escalation paths, from internal arbitration for misconduct, through Councillor Conduct Panels for alleged serious misconduct, to application to the Victorian Civil Administrative Tribunal (VCAT) on grounds of gross misconduct.

The Model Councillor Code of Conduct applies only to complaints made by Council or individual Councillors about the conduct of another Councillor or Councillors. A complaint made by a member of the public in relation to a breach of the Model Councillor Code of Conduct has no effect unless the matter is 'taken up' by the Council or a Councillor or group of Councillors on behalf of the complainant. A complaint by a member of the public can otherwise be made to the Minister for Local Government or the Chief Municipal Inspector.

The Model Councillor Code of Conduct can be viewed on Council's website: melton.vic.gov.au

Conflict of Interest

Councils are entrusted with a range of decision-making powers to govern in the best interests of local communities. These powers must only be exercised impartially, with integrity, and must not seek to deliberately confer an advantage or disadvantage on any person. It must be clear that the private interests of Councillors are not affecting public duties, and the position of Councillor is not being used for personal benefit.

The *Local Government Act 2020* sets out the circumstances that may give rise to conflicts of interests and describes the actions Councillors must take to disclose a conflict of interest where a conflict arises.

This is supported by Chapter 5 of Council's Governance Rules, which sets out how disclosures of interest are to be made to meet statutory obligations.

Delegations of Authority

With few exceptions, the powers granted to Melton City Council under the *Local Government Act 2020* and other legislation may be delegated to a delegated committee of Council, to the Chief Executive Officer or to a Council officer through a properly authorised Instrument of Delegation.

The delegation of powers is a mechanism to ensure the effective day-to-day functioning of Council where resolutions of Council would prove impractical.

Council periodically revises and updates Instruments of Delegation to ensure appropriate delegation of powers. The Council updated its instruments of delegation on the following dates:

- Instrument of Delegation from the Council to the Chief Executive Officer – 27 May 2025
- Instrument of Sub-delegation by CEO to Council Staff – 21 May 2025
- Instrument of Delegation of CEOs powers, duties, and functions – 20 August 2021 and 20 December 2023
- Instrument of Sub-Delegation from CEO to Council staff – Toolern Development – 3 August 2023
- Instrument of Delegation from the Council to members of Delegated Committee 'LeadWest Committee' – 28 June 2021
- Instrument of Delegation – Members of Staff – 8 November 2021
- Instrument of Delegation by the CEO for VicSmart Applications – 20 August 2021
- Instrument of Sub-Delegation under the *Environment Protection Act 2017* – 8 November 2021.

Governance Charter

Council represents the broad interests of the community and will implement decisions and follow processes that are informed by good information, data and stakeholder views. Council is committed to the principles of good governance and adopted a Governance Charter at the Meeting of Council on 18 September 2017. Specifically, the Charter is aimed at providing:

- Clear information on decision making processes
- Advice on the authorising environment of Council
- Guidelines for Councillors, Executive Leadership Team and Managers in relation to roles and responsibilities
- A reference point for disputes and clarifies the relationship between the law and internal rules/policies/documents.

The Governance Charter can be viewed on Council's website: melton.vic.gov.au



Councillor Allowances

Councillors are paid an allowance in recognition of their Councillor roles in carrying out their civic and statutory duties as representatives of Melton City Council. The *Local Government Act 2020* deems that allowances for the Mayor, Deputy Mayor and Councillors are set by the Victorian Independent Remuneration Tribunal (the Remuneration Tribunal) (s.39(1) and (2)).

On 7 March 2022, the Victorian Independent Remuneration Tribunal passed the "Allowance payable to Mayors, Deputy Mayors and Councillors (Victoria) Determination No. 01/2022". This Determination took effect from 18 December 2021 and provides for further scheduled annual increases to allowance values until 18 December 2025. The Determination sets a base allowance for each Council member. The value of the base allowance payable varies depending on the role (Mayor, Deputy Mayor, or Councillor) and the Council allowance category assigned to the Council as specified in the Determination. Melton has been classified as a Category 3 Council under the Determination.

The Remuneration Tribunal is required to make annual adjustments to the values of the allowances for Mayors, Deputy Mayors, and Councillors. On 1 July 2024, the Remuneration Tribunal made the Allowance payable to Mayors, Deputy Mayors, and Councillors (Victoria) Annual Adjustment Determination 2024, increasing the values of the base allowances by 3.5%, effective from 1 July 2024. A 3.5% increase was also applied to the base allowance values for Mayors and Deputy Mayors which took effect on 18 December 2024.

Mayor and Councillors' allowances for 2024/25

Councillor	Allowance \$
Cr Steven Abboushi (Deputy Mayor until 26 October 2024, Mayor from 21 November 2024)	107,033.13
Cr Lara Carli (Deputy Mayor from 21 November 2024)	55,774.48
Cr Justine Farrugia (Councillor until 26 October 2024)	12,179.57
Cr Goran Kesic (Councillor until 26 October 2024)	12,326.57
Cr Kathy Majdlik (Mayor until 26 October 2024)	67,125.97
Cr Brandi Morris (Councillor from 11 November 2024)	27,441.81
Cr Sophie Ramsey	38,961.38
Cr Julie Shannon	38,961.38
Cr Bob Turner	39,100.34
Cr Ashleigh Vandenberg	38,961.41
Cr John Verdon (Councillor from 11 November 2024)	26,781.81
Cr Dr Phillip Zada (Councillor from 11 November 2024)	26,781.81

Councillor Expenses

Councillors are entitled to be reimbursed for any necessary out-of-pocket expenses they incur while performing their duties as a Councillor.

To ensure Council policy, in relation to the appropriate provision of resources and support provided to Councillors, meets contemporary standards of probity and community expectations, the Council adopted its latest Council Expenses Policy at its 22 July 2024 Council meeting.

The policy governs the appropriate provision of expenses including but not limited to motor vehicles, office equipment, administrative support, travel expenses, training and professional development expenses, meals, and care expenses. The policy applies to the Mayor, Councillors, and appointed members of delegated committees of Council.

	Conferences, Seminars & Training	Travel Local	Communication	Functions External to Civic Centre	Child Care Expenses	Stationery	Uniforms	Subscriptions	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Mayor Steven Abboushi	3,717.44	156.43	1,683.80	736.91	-	-	778.80	245.00	7,318.38
Cr Lara Carli	2,710.62	-	430.56	618.74	-	-	-	-	3,759.92
Cr Justine Farrugia Councillor until 26 October 2024	-	-	101.98	-	-	-	-	-	101.98
Cr Goran Kesic Councillor until 26 October 2024	-	-	256.63	66.48	-	-	-	-	323.11
Cr Kathy Majdlik	5,431.39	13.64	2,430.57	830.58	-	320.40	-	-	9,026.58
Cr Brandi Morris Councillor from 11 November 2024	5,039.66	-	416.33	69.31	-	-	-	-	5,525.30
Cr Sophie Ramsey	-	-	974.75	372.27	-	76.72	-	-	1,423.74
Cr Julie Shannon	-	-	1,822.83	357.72	-	38.98	-	-	2,219.53
Cr Bob Turner	1,227.54	-	2,266.93	377.29	-	-	-	-	3,871.76
Cr Ashleigh Vandenberg	2,541.36	-	1,442.57	140.00	-	-	-	-	4,123.93
Cr John Verdon Councillor from 11 November 2024	4,790.71	-	215.63	123.18	-	-	-	-	5,129.52
Cr Dr Phillip Zada Councillor from 11 November 2024	2,334.39	-	415.31	439.32	-	-	-	245.00	3,434.02

Governance and Management Information

Management Statement

Council has implemented several statutory and better practice initiatives to strengthen its management framework. Having strong governance and management frameworks leads to better decision-making by Council. The *Local Government Act 2020* requires Council to undertake an assessment against the prescribed Governance and Management Checklist and include it in its Report of Operations. Council's Governance and Management Checklist is set out on the following pages. The following items have been highlighted as important components of the management framework.

Audit and Risk Committee

The Audit and Risk Committee is an independent advisory committee of Council established under Section 53 of the *Local Government Act 2020*. The Audit and Risk Committee Charter sets out the Committee's functions and responsibilities, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements. The Audit and Risk Committee does not have executive powers or authority to implement actions in areas over which Council management has responsibility. The Audit and Risk Committee does not have any management functions and is therefore independent of management. Melton City Council is committed to maintaining effective internal audit practices, inclusive of an Audit and Risk Committee that meets industry best practice guidelines. The internal audit function is an integral component of Melton City Council's commitment to good governance. The primary function and responsibility of the Committee is to monitor the compliance of Council policies and procedures with the Act including any regulations, and chiefly, the overarching governance principles, Council's financial and performance reporting, Council's risk management and fraud prevention systems and controls and oversee the internal and external audit function.

Audit and Risk Committee Members

This Committee is made up of three external independent members and two Councillors with full voting rights. The Committee is chaired by one of the three external independent members. The Audit and Risk Committee met five times during the year and reviewed the 2023/24 Annual Financial Statements and Performance Statement, which included the provision of comments on the external auditors' management letter.

Members of the Audit and Risk Committee and meetings attended during 2024/2025

Audit and Risk Committee Member	Position	Meetings Attended
Jeff Rigby	Chairperson Independent external member	5/5
John Watson	Independent external member	5/5
Bruce Potgieter	Independent external member	5/5
Cr Abboushi	Councillor (from December 2024)	3/3
Cr Carli	Councillor (from December 2024)	3/3
Cr Majdlik	Councillor (until October 2024)	2/2
Cr Shannon	Councillor (until October 2024)	2/2

All recommendations from the Audit and Risk Committee were presented to Council for consideration.

Internal Audit

The internal audit function for 2024/2025 was provided by auditors Moore Australia (Vic) Pty Ltd, under contract, that commenced 1 January 2021 and was extended in January 2024.

During 2024/2025, the following reports/audits were undertaken by Council's internal auditors and presented to the Audit and Risk Committee:

- Recruitment
- Diversity, Equality and Inclusion
- Business Continuity and Disaster Recovery
- Follow-up of Prior Internal Audit Recommendations
- Information Technology General Controls
- Complaints Handling
- Fleet Management
- Council Safety (Including Psychological Safety)
- Revenue Assurance and Collection
- Infringement Reviews
- Follow-up of Council's Budget and Forecasting Completed Internal Audit Actions.

External Audit

The Victorian Auditor-General externally audits Council each year. The Victorian Auditor-General's representative conducted the annual external audit of Council's Financial Statements and Performance Statement. The external auditors attended Audit and Risk Committee meetings in September 2024, and February and May 2025 to present the independent audit report and annual audit plan. The external audit management letter and responses were also provided to the Audit and Risk Committee.

Governance and Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed Governance and Management Checklist.

Governance and Management Items		Assessment
1	Community Engagement Policy (Policy outlining Council's commitment to engaging with the community on matters of public interest)	Date of operation of policy: 7 June 2021. ✓
2	Community Engagement Guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Date of operation of current guidelines: 7 June 2021. ✓
3	Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Date of operation of the Plan: 27 June 2021 with the new plan occurring 28 July 2025. ✓
4	Asset Plan (plan under section 92 of the Act that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Date of operation of the Plan: 27 June 2021 with the new plan occurring 28 July 2025. ✓
5	Rating and Revenue Plan (plan under section 93 of the Act that sets out the rating structure of Council to levy rates and charges)	Date of operation of the Plan: 23 June 2025. ✓
6	Annual Budget (plan under section 94 of the Act that sets out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Date of approval of the budget: 23 June 2025. ✓
7	Risk Policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Date of operation of current policy: 2 May 2022. ✓
8	Fraud Policy (policy outlining council's commitment and approach to minimising the risk of fraud)	Date of operation of current policy: 7 March 2022. ✓
9	Municipal Emergency Management Planning (Participation in meetings of the Municipal Emergency Management Planning Committee)	Met Council's legislative requirements under the <i>Emergency Management Act</i> . Municipal Emergency Management MEMPlan achieved audit externally by IGEM Inspector General Emergency Management as part of the three-year cycle in 2023-26 (November 23 REMPC). Internal Audit into Emergency Management conducted by Moore on behalf of the Risk and Audit Committee in June 2025. ✓
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)	Prepared and approved in accordance with the Act. Date of approval: 23 September 2023. ✓
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)	Date of current plan: 22 May 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)	Information Technology Disaster Recovery Plan. Date of current plan: 31 January 2024. ✓

Governance and Management Items		Assessment	
13	Complaint Policy (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints)	Date of current policy: 31 July 2023.	✓
14	Workforce Plan (Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation)	Date of current plan: 31 December 2021 with the new plan to occur by 31 October 2025 pursuant to Section 46(4)(a)(ii) of the Act.	✓
15	Payment of Rates and Charges Hardship Policy (Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates)	Date of current policy: 25 October 2021.	✓
16	Risk Management Framework (Framework outlining Council's approach to managing risks to the Council's operations)	Date of operation of current framework: 2 May 2022.	✓
17	Audit & Risk Committee (Advisory Committee of Council under section 53 of the Act whose role is to monitor the compliance of Council policies and procedures, monitor Council's financial reporting, monitor and provide advice on risk management, and provide oversight on internal and external audit functions)	Council's Audit & Risk Committee was established on 31 August 2020 pursuant to s.53 of the Act. The Audit and Risk Committee's Charter was last reviewed and adopted by Council in 16 December 2024.	✓
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)	New Internal Auditor appointed at the 1 January 2021.	✓
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)	Date of adoption of the 2021-2025 Council and Wellbeing Plan which was adopted by Council 27 September 2021.	✓
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)	Council Annual Action Plan Progress Reporting to Council: 26/8/2024, 25/11/2024, 24/02/2025, 26/05/2025. Reporting on the Council Plan Strategic Indicators occurs twice a year via the Annual Report, adopted by Council, 21/10/2024 and the Mid-year Performance Report; 7/05/2025.	✓
21	Quarterly Budget Reports (Quarterly reports to Council under section 97 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly reports completed and presented to Council on 16/09/2024, 16/12/2024, 24/03/2025, and 26/05/2025.	✓
22	Risk Reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood, and consequences of occurring and risk minimisation strategies)	Reports to the Audit & Risk Committee presented on 8/08/2024 & 20/02/2025.	✓

Governance and Management Items		Assessment
23	Performance Reporting (Six-monthly reports of indicators measuring results against financial and non-financial performance including the performance indicators referred to in section 98 of the Act)	Reporting on the indicators occurred twice this year via the Annual Report on 21/10/2024 and in a mid-year report on 7/05/2025. ✓
24	Annual Report (Annual report under sections 98 and 99 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council on 21/10/2024. ✓
25	Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters)	From 26 October 2024, the <i>Local Government Act 2020</i> requires all Councillors to observe the Model Councillor Code of Conduct. The Model Councillor Code of Conduct is prescribed in Schedule 1 to the Local Government (Governance and Integrity) Regulations 2020. It is therefore not reviewed and adopted by Council. ✓
26	Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with the Act. ✓ Delegation by Council to CEO – 26/05/2025 Delegation by Council to members of delegated committee "Lead West Committee" – 28/06/21. To be reviewed prior to October 2025. Sub-delegation by CEO to staff – 21/05/2025 Sub-delegation by CEO to staff (Toolern Delegations) – 3/08/2023 Delegation by CEO to staff – 20/08/2021 Delegation by CEO to staff – 20/12/2023 Delegation by CEO for VicSmart Applications – 20/08/2021.
27	Meeting Procedures (Governance Rules governing the conduct of meetings of Council and delegated committees)	The Governance Rules came into effect on 26/08/24. ✓

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



Roslyn Wai
Chief Executive Officer
Dated: 8 September 2025



Cr Steve Abboushi
Mayor
Dated: 8 September 2025

Community Grants

Council recognises and values the important contribution residents and local community groups make to create a welcoming and liveable City accessible to all. Local community groups are ideally placed to understand local needs and, through programs and projects, can encourage individual participation resulting in significant benefit for the whole community.

Council provides financial support to community groups and residents through the Community Grants and Funds Program.

2024/25 Council Grant Program Categories

Council directly provided community funding through the following program categories:

Community Grants & Funds Programs

Grant/Fund Category	Purpose	Amount Available
Community Grants Program	Access to community grants across five categories: - The Arts - Sports and Hobbies - Healthy and Safe Living - Festivals, Events and Culture - Environment and Nature	Up to \$5,000
Resident Achievement Fund	Recognises achievements and financial sacrifices made by residents participating in activities at a higher level.	International \$2,000 Interstate \$1,000 State \$500
New Groups Fund	Supporting establishment costs of new groups for specified items.	Up to \$1,500
FairGo 4 Youth Fund	FairGo 4 Youth Fund Providing opportunities for disadvantaged young people to participate in local extracurricular activities	Up to \$400 (with an additional \$200 available for people with a disability)

The table below provides a summary of the successful allocation of funds across all program areas for the 2024/25 financial year:

Community Grants & Fund Programs

Grant & Fund Category	Number of applications funded	Amount Funded
Community Grants Program	64	\$257,912.40
New Groups Fund	12	\$17,919.76
Resident Achievement Fund	33	\$39,182
FairGo 4 Youth Fund	311	\$84,304
FairGo 4 Youth Fund (applications being processed)	34	\$15,696
TOTAL Community Grants and Fund Programs		\$415,014.16

Celebrating the City of Melton’s Volunteers

Melton City Council thanks the 99 people who volunteered their time, skills and expertise to assist in Council programs, events and festivals in 2024/25.

The table below shows the number of volunteers for each of the Council areas listed. This report does not include volunteer members on Council Committees and Advisory Groups.

Council Service	Number of Volunteers	Volunteer Role
Ageing Well	7	Ambassadors delivered Council's Ageing Well exercise programs.
Food Services	1	Volunteer provides assistances in kitchen and serving of centre-based meals.
Men's Shed	26	Volunteers provided support to Men's Shed, projects and groups at both Melton and Taylors Hill Men's Sheds.
Neighbourhood House Programs	11	Volunteers provided support within the CA&L Centres (Neighbourhood houses).
Social Support	5	Volunteers supported weekly social support programs.
Libraries	2	Volunteers assisted in the English conversation club facilitation (online and in person).
Volunteer Transport	12	Volunteers provided transport to eligible residents of the City of Melton to medical appointments.
Young Communities	35	Volunteers supported the Young Communities Youth Advisory Committee Group.



Statutory Information

The following information is provided in accordance with legislative and other requirements applying to Council.

Documents available for public inspection

The *Local Government Act 2020* (Vic) is predicated on a set of Overarching Governance Principles and Supporting Principles. One of the Supporting Principles are the Public Transparency Principles, and these are set out in Section 58.

Under Section 57, Council adopted its Public Transparency Policy on 10 October 2022. It is available on Council's website.

This purpose of this Policy is to:

- Give effect to the Public Transparency Principles
- Describe the ways in which Council Information will be made publicly available
- Specify what Council information will be made publicly available as a matter of course
- Describe the categories of Council information that may be unavailable to the public.

Carer's recognition

In accordance with the *Carers Recognition Act 2012*, Council is required to report annually on care measurement obligations under Section 11.

Council has taken all practicable measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012*.

Council has promoted the principles of the *Carers Recognition Act 2012* to people in care relationships who receive Council services, to people in care relationships, and to the wider community by:

- Delivering the CARE Melton Expo 2024
- Providing a range of information to organisations represented on Melton Service Provider Network which is facilitated by Council.

Council has taken all practicable measures to ensure staff and volunteers are informed about the principles and obligations of the *Carers Recognition Act 2012* by including information on the care relationship in:

- Induction and training programs for staff working in Community Care and Active Living
- Induction and training programs for staff working in front-line positions with the general community
- Induction and training programs for volunteers.

Council's process, policies, and procedures, as well as Council's enterprise bargaining agreement, include the principles of the *Carers Recognition Act 2012* such as:

- Flexible working arrangements
- Employee wellbeing
- Personal/carers leave provisions
- Induction and training programs for volunteers working directly with the community.

Contracts

For the 2024/2025 financial year Council offered for tender or an expression of interest, 50 contracts for goods, services and works under its Procurement Policy.

In accordance with Section 108 (3) (c) of the *Local Government Act 2020*, Council will first consider collaboration with other Councils and public bodies or utilise Collaborative Procurement Arrangements, when procuring goods, services and works to take advantage of economies of scale. For the 2024/2025 financial year Council engaged with 59 Collaborative Procurement arrangements across Procurement Australia, MAV, and State Purchasing Contracts.

Council did not enter any contracts above the tender threshold outside the Procurement Policy requirements.

Executed Contract Name 2024/25 approved by Council

Contract No. 24-032	For the Management and Operation of Plumpton Kindergarten Service
Contract No. 24-033	Provision of Fleet Management and Novated Lease Services
Contract No. 24-036	Troups Road South Stage 2 Construction
Contract No. 24-037	Bridge Road Community Hub, Strathtulloh (Stage 2) Construction
Contract No. 24-042	Caroline Springs Town Centre Oval 2 Redevelopment Construction
Contract No. 23-032	Weir Views Children's and Community Construction Services
Contract No. 24-034	Taylors and Plumpton Road Signalised Intersection Construction Services
Contract No. 24-038	Navan Park Upgrade
Contract No. 24-039	Earlington Square Park Upgrade
Contract No. 24-043	Parks Development Program 2024-25 Package 1 – Hillside Recreation Reserve, Blackwood Drive Reserve and Barwon Street Reserve
Contract 24-050	Technology Change Program – Horizon 1 – Delivery Partner
Contract No. 24-022	Civil Construction Panel – Works Order For Mt Cottrell Road and Westwood Drive Roundabout Construction
Contract No. 25-044	Mt Carberry Children's & Community Centre – Head Consultant Services
Contract No. 25-052	Deanside Children's and Community Centre – Head Consultant Services
Contract No. 25-064	MacPherson Park Rugby Pavilion – Head Contractor
Contract No. 25-066	Diggers Rest Community Centre – Head Consultant Services
Contract No. 25-41	Hard Waste, Dumped Rubbish and Proactive Litter Patrols
Contract No. 25-071	Bridge Road Community Hub Stage 3 – Head Consultant Services
Contract No. 25-255	Cobblebank Community Services Hub – Head Contract
Contract No. 252.9	Technology Change Program Horizon 1 – Data Migration Services Award
Contract No. 25-087	Sugar Gum Estate Pedestrian Path – Construction Services
Contract No. 25-062	Provision of Heating Ventilation Air Conditioning and Refrigeration (Hvac-R) Maintenance
Contract No. 25-096	Hannah Watts Park Pedestrian Bridge Project
Contract No. 25-113	Civil Construction Panel (Minor Works)
Contract No. 25-132	Waterplay Park Maintenance
Contract No. 25-146	Taylors Hill Recreation Reserve Sportsground – Head Contractor Services.
Contract No. 25-166	Management and Operation of the Weir Views Kindergarten Service
	23 x Kindergarten Services Contracts

Freedom of Information

Access to Council's documents may be obtained through written request to the Freedom of Information Officer.

As detailed in Section 17 of the *Freedom of Information Act 1982*, the request must:

- Be in writing
- Identify as is reasonably necessary to enable Council to identify the document being sought; and
- Be accompanied by the appropriate application fee, unless Council agrees to waive the fee.

Further information can be found on Council's Part II statement on Council's website.

In 2024/25 year, Melton City Council received 81 requests for information under the *Freedom of Information Act 1982*. This does not include requests for information made outside of the FOI process. The results of the applications are as follows:

Result of Access	Number of Requests
Access granted in full	1
Access granted in part	34
Access denied in full	3
Other:	
No documents	6
Request withdrawn	4
Request closed / did not proceed / not valid (no response from applicant)	15
Request not yet finalised as of 30 June 2024	13
Released outside the Act	4
Request transferred to another agency	1
TOTAL NUMBER OF REQUESTS	81

Public Interest Disclosures Procedures – Governance

The *Public Interest Disclosures Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available on Council's website.

During 2024/25, no disclosures were notified to Council officers appointed to receive disclosures, and there was one disclosure to the Independent Broad-based Anti-Corruption Commission (IBAC).

Road Management Act Ministerial Direction

In accordance with Section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any Ministerial Direction in its Annual Report.

No Ministerial Directions were received by Council during the 2024/25 financial year.



Disability Action Plan

In accordance with Section 38 of the *Disability Act 2006* (The Act), Council has incorporated its Disability Action Plan within the Growing and Thriving, A Strategy for All Abilities and All Ages. Council must report on the implementation of the Disability Action Plan in the Annual Report.

The following highlights from the strategy were delivered in 2024/25:

- Council collaborated with community organisations and residents through a survey to develop a Disability Audit Tool, aimed at assessing and improving the accessibility of Council programs and initiatives.
- Council introduced closed captions into its Council meeting live streaming.
- Two neurodiversity focused webinar workshops were held in March and April 2025 and promoted to the business community via newsletters and social media.
- Social stories, tools that help individuals understand and prepare for specific social situations, were developed for major events such as Lakeside Alive and the Djerriwarrh Festival. These are available on Council's website and social media, alongside a dedicated "Accessible Melton" webpage.
- The Marveloo was successfully delivered, officially launched, and actively utilised at the Djerriwarrh Festival, Carols by Candlelight, and Lakeside Alive events.
- Council marked the first Anniversary of the findings of the Royal Commission into Abuse, Neglect and Exploitation of people with Disability with a meaningful event featuring a guest speaker with lived experience of both disability and the Royal Commission, as well as a flag-raising ceremony.
- Mandatory Disability Awareness Training was delivered across Council via both face-to-face and online modules.
- A range of inclusive and accessible platforms were integrated into the Melton CARE Expo, such as, social stories, large print signage, communication boards, sensory rooms, and Auslan interpreter.
- Five, bi-monthly Disability Advisory Committee meetings were held.

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan every four years and evaluate its implementation in the Annual Report.

In accordance with this Act, Council adopted the Domestic Animal Management Plan (DAMP) 2021-2025 in November 2021.

Key achievements in 2024/2025 included:

- Preparation of Council's new Draft 2026/29 Domestic Animal Management Plan (DAMP)
- Engaged a contractor to follow up unpaid animal registrations as a requirement under the Domestic Animal Management Plan
- Engaged 'The Vet Project' to providing an ongoing discounted cat de-sexing program for the community.
- Undertook a feasibility study into the redevelopment of our pound facility with a projection towards 2040.
- Council's website updated daily providing separate pages detailing responsible pet ownership, animals impounded and available for adoption.
- Eleven Domestic Animal Businesses (DABs) operating in the City of Melton were audited and complied with the *Domestic Animals Act 1994*.

Food Act Ministerial Directions

In accordance with Section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report.

Council received no Ministerial Directions during the 2024/25 financial year.

Our People

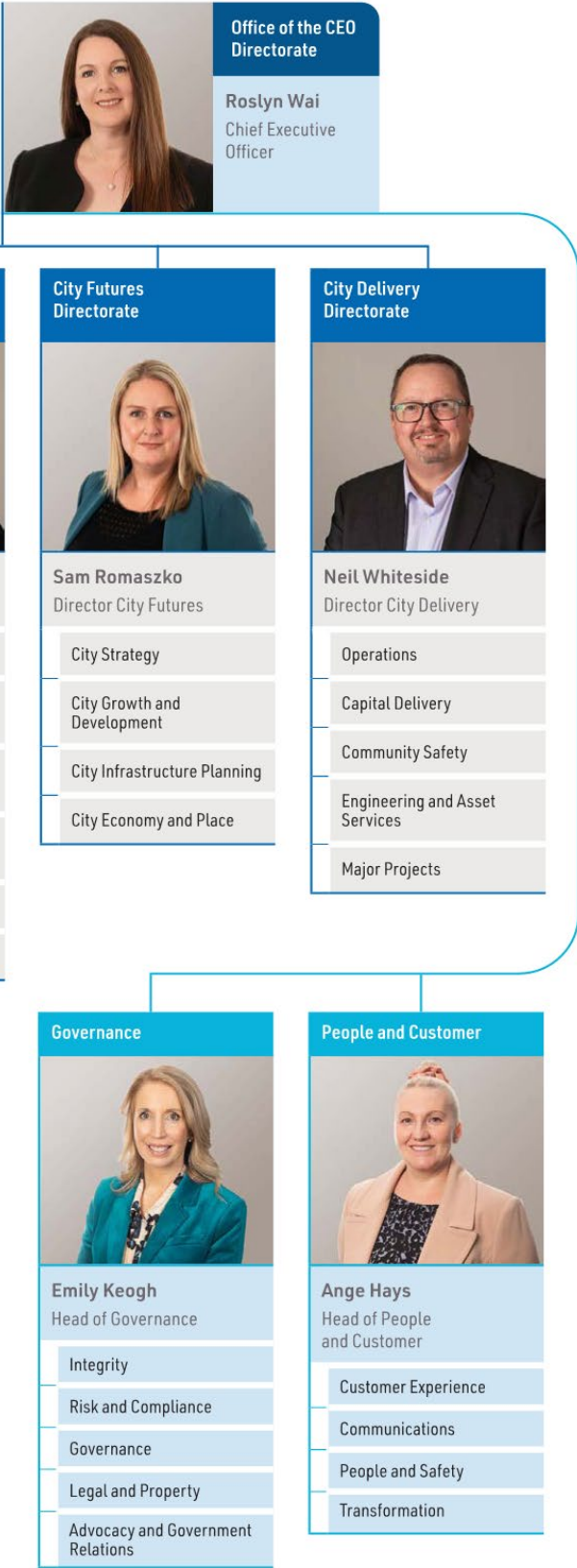
OUR PEOPLE



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Organisational Structure

In 2024/25 Council's organisational structure was represented by the diagram below and led by the Executive Leadership Team members pictured.
Organisational structure as at 30 June 2025.



Employee Information

Employee Breakdown

		Office of the CEO	Organisational Performance	City Life	City Futures	City Delivery	TOTAL
Full-Time	Female	57	53	126	49	80	365
	Male	14	50	33	56	89	242
	Other	0	0	0	0	0	0
Part-Time	Female	24	7	155	9	77	272
	Male	1	0	13	2	20	36
	Other	0	0	2	0	0	2
Casual	Female	2	0	43	0	8	53
	Male	0	0	5	0	10	15
	Other	0	0	0	0	0	0
							985

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Nurses	Senior Officers
Female	79	11	62	138	105	97	62	48	74	14
Male	29	3	15	14	40	68	63	38	0	23
Other	0	0	1	1	0	0	0	0	0	0

In 2024/25, Council employed 985 people in full time, part time and casual capacities.

Enterprise Bargaining Agreement

The Employee Consultative Committee meets quarterly and provides a forum in which general employee representatives, employee union members and management representatives discuss matters that contribute to cooperative workplace relations and work practices.

Workforce Diversity and Inclusion

Council is building on our strong foundational commitment to fostering a workplace culture where our people reflect the diversity of our City, feel valued, and experience a genuine sense of belonging.

In 2024/2025, we identified overarching diversity and inclusion priorities that now guide our strategic approach. These priorities shape the commitments outlined across each of our focus areas.

Our Diversity and Inclusion Priorities:

- Cultivate a culture of inclusion by engaging, informing, and empowering our workforce
- Enhance support and opportunities for underrepresented groups across our workplace
- Strengthen our capability to serve the diverse communities who access our services
- Ensure a safe and inclusive workplace for all staff
- Promote education and awareness around diversity and inclusion
- Improve data collection and insights to inform planning and targeted initiatives
- Reflect the diverse makeup of our community in our workforce and practices.

Professional Development

In 2024/25, Council continued its commitment to building a capable and future-ready workforce through a strong focus on professional development. Guided by insights gathered from staff learning needs, a comprehensive corporate training calendar was developed to support growth across a broad range of skill areas. Throughout the year, 23 professional development programs were delivered, spanning key themes such as community engagement, diversity and inclusion, health and wellbeing, communication, customer engagement, leadership, project management, technical capabilities, and effective writing. These initiatives reflect Council's ongoing investment in employee capability and a positive learning culture

Leadership Development Program

Council remained committed to fostering strong, capable leadership through a range of targeted leadership development initiatives in 2024/25. Building on the foundations laid in the previous year, several People Leaders Forums were delivered, providing opportunities for collaboration, shared learning, and capability uplift across leadership levels. In response to participant feedback, the format evolved into the Extended Leadership Team Forum, launched in May 2025, with a refined focus on strategic leadership and participation from the Executive Leadership Team, Senior Managers, and Coordinators.

Council's Senior Leadership Team participated in tailored workshops with a focus on growth in leadership resilience.

Council once again partnered with the Juno Institute to deliver the Adaptive Leaders Program. Over 12 weeks, 15 participants completed the program and developed adaptive leadership capabilities by mentoring community members seeking employment or education. The program concluded with a celebratory graduation ceremony in November 2024, reinforcing Council's investment in both leadership development and community impact.

Reward and Recognition Program

The annual Star Awards were held in October 2024. A total of 381 nominations were received across 13 categories, highlighting excellence in both staff performance and leadership-driven initiatives.

In a celebration of dedication and impact, 100 staff members were formally recognised for their outstanding service and contributions to the workplace. Honourees represented a wide range of service milestones, from five years to 45 years of employment.

Prevention of violence against women/ gender equity strategy

Key initiatives undertaken to advance gender equity and prevent violence against women within Council operations and community engagement. These actions support the development and implementation of the Gender Equality Action Plan (GEAP) and the Equality and Respect Implementation Plan.

Staff Training and Capacity Building

Developed online training modules for staff focused on:

- Gender equity principles
- Prevention of violence against women
- Conducting Gender Impact Assessments (GIAs).

Occupational Health and Safety (OHS)

Council is committed to a safe and healthy workplace for its employees and aims to have safe practices and preventative measures in place and embedded within the culture.

Over the past year, Council has implemented significant improvements to its safety culture through the establishment of designated workgroups, the appointment of Health and Safety Representatives, and the strengthening of OHS Committee structures. These changes have resulted in improved consultation, clearer accountability, stronger reporting practices, and more effective decision-making and issue resolution.

Workplace Health and Wellbeing

Council recognises employees as its most important asset and is committed to promoting their health, safety and wellbeing.

During the year, Council implemented a new Employee Assistance Program (EAP), with employees and their families able to access a comprehensive EAP, which provides confidential 24/7 support including counselling, health and wellbeing services, and online resources, such as health risk assessments.

Flexible work and hybrid working arrangements continue to support employees maintaining work-life balance.

Injury Management/ Return to Work

Council is focused on early intervention and sustainable recovery for employees who experience injury or illness. By working closely with employees, treating practitioners, and people leaders, we support safe and meaningful return-to-work outcomes.

Proactive wellbeing check-ins were introduced throughout the year, enabling support before claims are lodged, and equipping people leaders with greater resources and guidance to manage both work-related and non-work-related injuries in their teams.

Child Safety

Council remains committed to being a child safe organisation and acknowledges its responsibility to protect children and young people from harm. We have continued to implement the Child Safe Standards, with oversight provided by the Child Safe Steering Committee to ensure transparency and accountability.

During the year, Council successfully completed an external audit, which confirmed positive outcomes while also offering constructive recommendations for further improvement. Training and awareness programs were delivered to more than 350 employees, ensuring officers are upskilled, empowered, and confident in meeting their child safety responsibilities. In addition, an online child safety reporting form was implemented on Council's website to make reporting easier and more accessible for the community.



Our Performance



Report of Operations

Council is committed to transparent reporting and accountability, and the Report of Operations 2024/25 informs the City of Melton community about Council's operations and performance during the financial year.

Integrated Strategic Planning and Reporting Framework

Part 4 of the *Local Government Act 2020* requires councils to prepare the following:

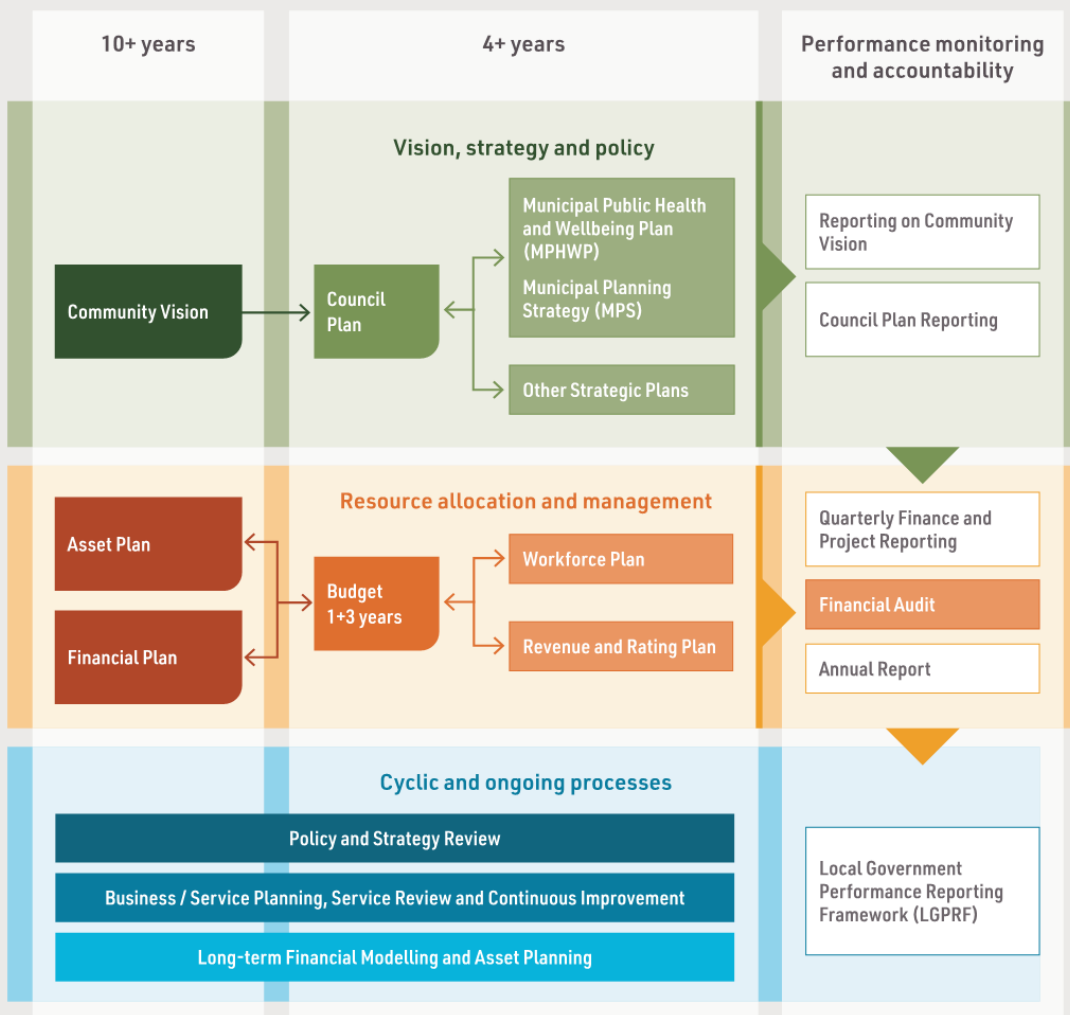
- A Community Vision (for at least the next 10 financial years).
- A Council Plan (for at least the next four financial years).
- A Financial Plan (for at least the next 10 financial years).
- An Asset Plan (for at least the next 10 financial years).
- A Revenue and Rating Plan (for at least the next four financial years).
- An Annual Budget (for the next four financial years).
- A Quarterly Budget Report.
- An Annual Report (for each financial year); and
- Financial Policies.

The Act also requires councils to prepare:

- A Workforce Plan (including projected staffing requirements for at least four years);

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.

Accountability Framework



Description of Operations

Melton City Council delivers more than 100 services to the community. These include, but are not limited to, family and children's services, traffic management, open space, youth facilities, waste management and community planning. Other matters concerning business development, planning for appropriate development and ensuring accountability for Council's budget are also part of day-to-day operations at Melton City Council.

Council's broad range of community services and infrastructure support the wellbeing and prosperity of its community. Council's vision, strategic objectives and strategies to further improve services and facilities are described in the Council and Wellbeing Plan, and the Budget, and reported in this Annual Report.

The delivery of services, facilities, support and advocacy to achieve strategic objectives is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under Victorian legislation.



Melton City Council and Wellbeing Plan 2021-2025

The Council and Wellbeing Plan guides all Council activities over the four-year term of the elected Council. The key elements of the Council and Wellbeing Plan are:

Themes	Used to focus a Council's strategic planning into common subject matter and are usually a few key words followed by a short statement of explanation.
Strategic Outcome	Describes the desired future condition upon the achievement of the stated objectives.
Objectives	The strategic purpose statements that set the direction to manage underlying issues or take advantage of presenting opportunities.
Strategies	Set of approaches directed at achieving the objectives in the Council and Wellbeing Plan.
Strategic Performance Indicators	What is measured to assess performance against Council and Wellbeing Plan strategic objectives?

The Melton City Council and Wellbeing Plan 2021-2025 themes and strategic outcomes are:

Theme One

A safe City that is socially and culturally connected.

A diverse, equitable, safe and connected City that people are proud to be part of



Theme Two

A vibrant and healthy natural and built environment.

A City that protects and enhances its natural environment for future generations



Theme Three

A fast growing, innovative and well-planned City.

A City where growth and development occur in a strategic, fair and sustainable way



Theme Four

A City that promotes greater education and employment.

A City rich in local employment and education opportunities



Theme Five

A community that is actively engaged in the City.

A community that embraces volunteering and is encouraged and able to engage with Council



Theme Six

A high-performing organisation that demonstrates civic leadership and organisational excellence.

An innovative, transparent, accountable and sustainable organisation



Performance

Council's performance for the 2024/25 year has been reported against each Council and Wellbeing Plan theme, strategic outcome and objective to demonstrate how Council is performing in achieving the Council and Wellbeing Plan 2021-2025.

Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Council and Wellbeing Plan
- Progress in relation to the major initiatives identified in the budget
- Services funded in the budget and the persons or sections of the community who are providing those services
- Results against the Local Government Victoria prescribed service performance indicators and measures.

Council Annual Action Plan

The Melton City Council Action Plan is an annual plan that documents key activities and initiatives. Progress reports are prepared on a quarterly basis and published on Council's website.

The table below details progress against the actions in 2024/25.

Status	Description	Number of actions
Completed	The Action has been completed	43
On track	At least 90% of the action target has been achieved	0
Off Track	Between 75% and 90% of the action target has been achieved	0
Monitor	Less than 75% of the action target has been achieved	0
	The action is scheduled to start later this year or has been deferred	0
Total Actions		43

The 2024/25 financial year represented the final year of the Council and Wellbeing Plan 2021-2025.

Across the four years of the Council and Wellbeing Plan 2021-2025, a total of 350 actions were undertaken.

Theme	Number of actions July 2021 to June 2025
A safe City that is socially and culturally connected	89
A vibrant and healthy natural and built environment	48
A fast-growing, innovative and well-planned City	85
A City that promotes greater education and employment	51
A community that is actively engaged in the City	22
A high performing organisation that demonstrates civic leadership and organisational excellence	55

Detailed Performance Analysis

The following outlines Council's performance by theme:

- Against the Strategic Indicators in the Council and Wellbeing Plan 2021-2025
- Progress reports against initiatives in the 2024/25 budget
- Progress reports against the 2024/25 Annual Action Plan activities and initiatives
- Information in relation to services funded in the 2024/25 budget.

It also provides results for the prescribed service performance indicators and measures as set out in the Local Government Performance Reporting Framework and a look at what the future holds.

Objectives, and strategic indicators with a strong health and wellbeing focus have been identified with a health and wellbeing icon ♥



Theme One

A safe City that is socially and culturally connected

Strategic Outcome: A diverse, equitable, safe and connected City that people are proud to be part of.

OUR PERFORMANCE



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THEME ONE: A safe City that is socially and culturally connected



Annual Action Plan end of year Performance Report summary

ACTION

Deliver the Free from Violence Program and 16 Days of Activism Awareness Campaign initiatives with local organisations to support gender equality and gender diversity.

Eight initiatives were delivered, five with community partners and three internally.

Key achievements include:

- Partnership with Djirra to support Aboriginal and Torres Strait Islander women and children.
- Fair Access project with GenWest to help local sports clubs create gender equality action plans.
- Gender equality workshop for Councillors and training for all Council staff.
- Integration of gender equality into Council's social procurement process.
- Council partnered with community groups including Zonta, Western Health, MACE, and Girl Chat to support the 16 Days of Activism initiatives.

STATUS: COMPLETED ✓

ACTION

Deliver support programs and services for people of all abilities and all ages.

One hundred and thirty-five actions were delivered, key achievements include:

- A weekly Youth Offender Management Program with Victoria Police.
- The Next Chapter Book Club for adults with learning disabilities.
- Up to 63% increase in engagement of Aboriginal and Torres Strait Islander families in maternal and child health (18+ months).
- Delivery of the UTURN193 project, supporting youth in employment and education.
- Implementation of the FairGo4 Youth Fund.
- Delivery of 76 inclusive community learning programs focused on mental health, resilience, and social inclusion.

STATUS: COMPLETED ✓

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ACTION

Deliver final actions from the Safe City, Proud Communities Plan regarding road safety and safe driving in partnership with community and government agencies.



- Delivered Fit2Drive Road Safety Forum and Year 11 programs at Springside West Secondary and Southern Cross Grammar.
- Partnered with Melton Specialist School for the Changing Gears 'Get My Ls' program – eight students successfully obtained their learner permits.
- Supported the L2P program with Djerriwarrh Community and Education Service for young drivers.
- Partnered with Edmund Rice Community Services to run Ride Safe sessions at Strathulloh Primary and Thornhill Park Kindergarten.
- Hosted Community Safety Month activities at local libraries.

STATUS: **COMPLETED** ✓

ACTION

Deliver art installations and workshops at Djerriwarrh Festival and Cultural Diversity Week 2025.

Three arts installations delivered at Djerriwarrh Festival in November 2024, and three arts installations were delivered at Lakeside Alive Festival in March 2025 in celebration of Harmony Week.

STATUS: **COMPLETED** ✓

ACTION

Deliver Council's major events program including Djerriwarrh Festival, Council Carols by Candlelight, Flavourfest and Lakeside Alive.



Council successfully delivered its major event program for 2024/25 which included the successful delivery of Djerriwarrh Festival, Carols by Candlelight and Lakeside Alive.

STATUS: **COMPLETED** ✓

THEME ONE: A safe City that is socially and culturally connected



ACTION

Deliver the annual Christmas decorations and activations program in key retail precincts.

The 2024 Christmas program focused on enhancing visibility and community engagement in retail precincts through festive decorations and activations. Decorations included large Christmas trees, wreaths, street banners, and themed gallery windows in Caroline Springs, while broader precincts were involved through a shopfront decals initiative. The activation program featured roving Santas in several locations including Caroline Springs, Cobblebank, Melton South, Diggers Rest, and Melton Town Centre, as well as a special 'Twilight Christmas at Hillside' event. A dedicated Christmas map and website were created to showcase all activities for the community to enjoy.

STATUS: COMPLETED ✓

ACTION

Deliver actions from the City of Melton Equality and Respect Strategy 2030 including delivery of the Baby Makes 3 new parents' program.

A range of actions have been delivered:

- Gender Impact Assessment training sessions for Council staff to ensure Council programs and policies support gender equitable outcomes
- a community co-design project to understand the needs of the LGBTQIA+ community when accessing family violence support
- Baby Makes 3 program to new parents in Thornhill Park
- 'Melton City Girls Can' campaign to promote women's and girls' participation in sport and active recreation.

STATUS: COMPLETED ✓

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ACTION

Deliver community initiatives to reduce harm from vaping with the VicHealth Vaping Prevention Grant.

Council is leading the VicHealth-funded Vape Free West program to reduce vaping harm among young people from culturally and linguistically diverse backgrounds. Delivered with 12 local partners, including nine councils and three health organisations, the program prioritises engagement with Karen, Burmese, Chin, and Arabic communities.

To date, the project has included focus groups and sessions with families and youth to explore vaping awareness and barriers.

STATUS: COMPLETED ✓

ACTION

Deliver the Early Years Library and Learning Program.



Melton City Libraries delivered a suite of early years literacy programs such as Introduction to the library for New Parents Group in partnership with the Maternal Child Health team, Baby Bounce, Toddler Time, Pre-school Storytime and Family Tales. For the financial year, 411 programs have been delivered to a total of 12,067 adults and 11,117 children.

STATUS: COMPLETED ✓

ACTION

Deliver initiatives to support community to recognise and celebrate Aboriginal and/or Torres Strait Islander history and culture including Reconciliation Week and NAIDOC Week.



Council supported the local Welcome Baby to Country event with local service providers in February 2025. Sorry Day was marked in May 2025 through social media and a series of Reconciliation Week events delivered at community centres, the libraries and at the Community Hall in May 2025.

STATUS: COMPLETED ✓

ACTION

Deliver the City of Melton Short Story Competition.

The City of Melton Short Story competition was successfully delivered, attracting 170 entries from primary school students across the City, 100 teen entries, and 79 adult entries. 1,185 students were engaged in the promotion of the program. The Awards Night was held on 6 September 2024 at Melton Library and Learning Hub.

STATUS: COMPLETED ✓

THEME ONE: A safe City that is socially and culturally connected

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THEME ONE: A safe City that is socially and culturally connected

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Objectives

OBJECTIVE: 1.1

A community that celebrates diversity and is inclusive of all ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community agreement that the City of Melton is an age-friendly community ♥ Source: Metropolis Community Satisfaction Survey	7.3	7.8	7.8	7.7	The result for 2024/25 is consistent with previous years and is a good result.
Community agreement that the City of Melton is accessible and inclusive for people living with a disability ♥ Source: Metropolis Community Satisfaction Survey	7.4	7.7	7.8	7.4	The result for 2024/25 is consistent with previous years and is considered a good result.
Community agreement that the City of Melton community is welcoming and supportive of people from diverse cultures and backgrounds ♥ Source: Metropolis Community Satisfaction Survey	7.7	8	7.9	7.6	The 2024/25 result shows a slight decrease over the previous years but is still a strong score.
Community agreement that the City of Melton is welcoming and supportive of the LGBTQIA+ community ♥ Source: Metropolis Community Satisfaction Survey	7.5	7.7	7.7	7.5	The 2025 result is slightly lower than last year's, however it is consistent with the broader trend since this measure was introduced in 2019. The result indicates a strong majority of the community agrees with the statement.
Community satisfaction with culture and diversity representation in community events ♥ Source: Metropolis Community Satisfaction Survey	7.4	7.9	8.0	7.9	The indicator has remained steady compared to previous years. The result is in the very good range and indicates that the community is satisfied with culture and diversity representation in community events.



OBJECTIVE: 1.2

A safe community where people feel proud to live ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community agreement that the City of Melton community is proud of, connected to and enjoys its neighbourhoods ♥ Source: Metropolis Community Satisfaction Survey	7.2	7.7	7.7	7.5	The 2024/25 result is a slight decrease from the previous year, but still a strong satisfaction score. This indicates that the City of Melton community is generally proud of, feels connected to and enjoys local neighbourhoods.
Personal level of safety in public areas of the City of Melton during the day ♥ Source: Metropolis Community Satisfaction Survey	7.6	8.0	7.7	7.7	The 2024/25 result is the same as the previous year. The result indicates that generally, the community feel safe during the day.
Personal level of safety in public areas of the City of Melton at night ♥ Source: Metropolis Community Satisfaction Survey	5.5	6.6	6.0	5.7	The 2024/25 result is slightly lower compared to last year. The result indicates that generally, the community are feeling less safe during the night.
Community agreement that the City of Melton is vibrant, accessible and engaging ♥ Source: Metropolis Community Satisfaction Survey	7.1	7.6	7.7	7.5	The 2024/25 is a slight decrease from the previous year, but still a strong result. The result continues the high level of agreement that Melton is vibrant, accessible and engaging.

OBJECTIVE: 1.3

Local neighbourhoods are socially and culturally connected ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community agreement that there are adequate opportunities to socialise and meet people in the local area ♥ Source: Metropolis Community Satisfaction Survey	7.0	7.6	7.6	7.4	The 2024/25 result is a slight decrease from the previous year, but still a good result. This indicates that the community generally agree that there are adequate opportunities to socialise and meet people in the local area.
Community satisfaction with the provision of cultural and community events ♥ Source: Metropolis Community Satisfaction Survey	7.3	7.9	8.0	7.9	The result for this indicator is comparable to that of previous years. The results continue to be in the very good range highlighting community satisfaction with the provision of events.

OBJECTIVE: 1.4

A City that promotes positive public health and wellbeing outcomes to our community ❤️

STRATEGIC INDICATOR	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community agreement that family violence is prevalent in our community ❤️ Source: Metropolis Community Satisfaction Survey	28.6%	No result available	13%	15%	The current result is a slight increase from the previous year although still lower than in 2022 (no data was collected in 2023). Given that the City of Melton experiences the third highest rate of family violence in Metro-West, exceeding the Victorian average, these findings suggest a need for enhanced community education and awareness efforts on family violence.
Personal level of satisfaction with support services ❤️ Source: Metropolis Community Satisfaction Survey	6.6	7.1	7.6	8	The 2024/25 result sees another increase in the personal level of satisfaction with support services compared to the 2023/24 results. A very strong result.
Community agreement that there are opportunities to participate in recreational and leisure activities ❤️ Source: Metropolis Community Satisfaction Survey	7.4	7.3	7.7	7.9	The 2025 result has improved again compared to the previous year. It indicates community agreement that there are opportunities to participate in recreational and leisure activities is "very good".

OBJECTIVE: 1.5

A City that celebrates Aboriginal and Torres Strait Islander cultures, knowledge and right to self-determination ❤️

STRATEGIC INDICATOR	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Number of Council supported activities led by Aboriginal and Torres Strait Islander community members (The number of Council supported activities led by Aboriginal and Torres Strait Islander community members)	10	18	12	24	Council continues to partner with, and support, local First Nations led events and activities including those relating to NAIDOC and Reconciliation Week and other projects delivered across the financial year.
Consultations completed with Aboriginal Traditional Owners (The number of consultations between Council and Aboriginal Traditional Owners)	7	21	26	24	Many of Council's capital projects involve consultation with Traditional Owners Groups as well as some community focused projects.

Major and Other Initiatives

The following table outlines Council's progress in 2024/25 on initiatives identified in the 2024/25 budget.

OTHER INITIATIVES	PROGRESS	COMMENTS
Establish a Stolen Generation marker	Ongoing	An engagement plan and Executive Leadership Team briefing paper has been prepared and is currently under review.
Djirra's Melton Creative Art Studio and Workshop Space Funding Agreement	Completed	Funding agreement has been cosigned and funding sent to Djirra.
Caroline Springs Carols by Candlelight	Completed	The event was successfully delivered on 7 December 2024.
Options for mobile (van) MCH service	Ongoing	A Council briefing on the status of the MCH service will be provided in July 2025, which will include the feasibility of a mobile outreach bus in July 2025.
Melton Botanic Garden – contribution to handrail	Ongoing	In progress pending submission of final drawings.
Commemorative Park Bench	Completed	Commemorative Park Bench has been installed and was unveiled on Remembrance Day (11 November 2024).
Melton Gold Cup television coverage contribution	Postponed	The 2025 Melton Gold Cup was originally scheduled for 14-16 February 2025. The event was postponed due to low water levels and was unable to be rescheduled. The funding for this initiative will rollover to 2025/26.
"We Love Aintree" – Placemaking Program funding	Completed	Funding agreement has been co-signed, and instalment one of three years has been completed.



Service Budgets

The statement below provides information in relation to the services funded in the 2024/25 budget and the persons or sections of the community who are provided the service.

SERVICE	DESCRIPTION	NET COST - ACTUAL - BUDGET - VARIANCE (\$000)
Community Safety	Community Safety is responsible for the implementation of Council's General Local Laws, including amenity protection, local laws, parking, litter prevention and management of school crossings program. Community Safety is also responsible for building services, environmental health and animal management, including ranger services and management of Council's Pound.	\$1,170 \$639 (\$531)
Child, Family and Youth	Provision of services for children 0-25 years and their families. Programs include childcare services, kindergarten enrolment, playgroup and children's programs, family parenting programs, preschool field officer programs and the Best Start Program. The service also facilitates Council's Early Years Partnership committee delivering Melton's Municipal Early Years Plan and the provision of all programs and services related to young people aged 12-25 through the Council Young Communities portfolio.	\$2,668 \$4,374 \$1,686
Community Care and Active Living	Provision of services and programs for older people, people living with a disability and their carers including delivered and centre-based meals, personal care, domestic assistance, community transport property maintenance and community and centre-based respite. It also includes provision of Integrated Family Support Services and Housing Services that provide homelessness support services and manage Council's affordable housing properties. The service area also facilitates Council's Disability Advisory Committee.	\$2,373 \$2,769 \$396
Recreation and Facility Activation	Plans and manages the provision of all community sport, recreation and leisure based (including aquatics) infrastructure across the municipality. The service also provides advice to Council on open space planning, sport development, leisure needs and access to recreation activities. The Business unit provides Council's cafe services and manages the activation and bookings of all community facilities and infrastructure.	\$23,184 \$21,474 (\$1,710)
Healthy Connected Communities	Plans, promotes and supports a more inclusive, engaged, healthy, and safe community through a range of community capacity initiatives and programs. This is delivered through the provision of community centre and neighbourhood facilities and programs, social and health policy planning and research, health promotion, community safety, the prevention of violence against women, reconciliation and First Nations community engagement, and culturally and linguistically diverse communities' engagement along with community grants and awards programs. Plans and delivers Council's major events program and the curation of public art activation and programs.	\$6,297 \$7,800 \$1,503
Maternal and Child Health	Provision of all Maternal Child Health Services and programs including Universal and Enhanced MCH services, parental education support services and programs.	\$3,649 \$5,827 \$2,178

Performance Indicators and Measures

The following table outlines the results of the prescribed service performance indicators and measures including explanation of material variations. (No material variation means the result is within the permissible range figure provided by Local Government Victoria).

SERVICE/INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	MATERIAL VARIATIONS
Animal Management					
Timeliness AM1 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] x100	5.9 days	8.3 days	5.5 days	2.4 days	The average number of days to action Animal Management requests has significantly decreased from 5.49 to 2.41 days compared to the previous financial year. This result is due to being fully resourced.
Service standard AM2 Animals reclaimed [Number of animals reclaimed/Number of animals collected] x100	40.9%	35.0%	26.8%	23.7%	The number of animals reclaimed has decreased by 11% for the same reporting period in the previous year. This can be attributed to cost of living impacting the number of animals being surrendered, and owners not collecting animals after they have been impounded.
Service standard AM5 Animals rehomed [Number of animals rehomed/Number of animals collected] x100	49.3%	49.3%	56.3%	64.5%	An increase of 8.25% from 56.25% to 64.5% is the result of some animals being less suited for re-homing based upon behaviour assessments of the animal.
Service cost AM6 Cost of animal management service per population [Direct cost of the animal management service/ Municipal population]	\$6.96	\$8.22	\$9.17	\$9.75	The slight variation is a result of the service being fully resourced.
Health and safety AM7 Animal management prosecutions [Number of successful animal management prosecutions/Number of animal management prosecutions]	100%	100%	100%	100%	Six matters were heard and all six were successfully prosecuted during the financial year.



Performance Indicators and Measures (continued)

SERVICE/INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	MATERIAL VARIATIONS
Food Safety					
Timeliness FS1 Time taken to action food complaints [Number of days between receipt and first response action for all food complaints/Number of food complaints]	1.7 days	2.1 days	1.5 days	1.9 days	The average number of days to action food complaints has increased from 1.45 days to 1.92 days. This has increased marginally over the previous year due to an increase in workload.
Service standard FS2 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 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the F] x100	54.0%	50.7%	51.9%	63.3%	There has been an increase in Food Safety Assessments conducted over the past two years. The completion rate has risen from 51.89% last year to 63.35% in 2024/25. This represents an approximate 12% increase in inspections, reflecting a positive trend in our food safety compliance efforts.
Service cost FS3 Cost of food safety service [Direct cost of the food safety service/Number of food premises registered or notified in accordance with the]	\$326.6	\$257.4	\$316.1	\$198.4	There has been a notable increase in the proportion of Food Safety Assessments conducted over the past two years. The completion rate has risen from 51.89% and 50.89% in the previous years to 63.35% in 2024/25. This represents an approximate 12% increase in inspections, reflecting a positive trend in our food safety compliance efforts.
Health and safety FS4 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	1.0	0.0	0.0	0.0	No notifications were received during the 2024/25 financial year.
Health and Safety FS5 Food Safety Samples [Number of food samples obtained/Required number of food samples] x 100	New indicator in 2023/24	New indicator in 2023/24	100%	103%	Food samples are collected for a calendar year. A total of 153 food samples were collected for the 2024 calendar year against 148 food samples as required for the 2024 calendar year, under Section 32A of the <i>Food Act 1984</i> .
Aquatic Facilities					
Service standard AF2 Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	0	0	0	1	Council has one aquatic facility and during the 2024/25 financial year, one inspection was undertaken and completed.
Utilisation AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities/Municipal population]	1.0	1.6	1.8	1.6	Although visitations to aquatic facilities increased during 2024/25, the City's population increased by a greater amount. This contributed to the decrease in the number of visitations per population compared to last year's result.
Service cost AF7 Cost of aquatic facilities [Direct cost of aquatic facilities less income received/ Number of visits to aquatic facilities]	\$7.38	\$3.84	\$3.88	\$2.87	Increased attendance numbers combined with lower contract and maintenance costs has contributed to the decrease.

Performance Indicators and Measures (continued)

SERVICE/INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	MATERIAL VARIATIONS
Maternal and Child Health					
Service standard MC2 Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received)/Number of birth notifications received] x 100	101.4%	101.1%	100.9%	100.9%	All birth notifications received during the reporting year have been enrolled in the service. In addition, some birth notifications were received late in 2023/24 but were not enrolled until the early part of the 2024/25 financial year. This explains the result being in excess of 100%.
Service Cost MC3 Cost of MCH Service [Cost of the MCH service/Hours worked by MCH nurses]	\$82.87	\$82.31	\$82.95	\$84.95	The 'service cost' has increased by approximately 2.3%, compared to previous results. Although salaries increased by 3% over the same period, this was reduced by the mix of lower paid graduate nurses. Notwithstanding this, the overall service cost continues to exceed the funding received.
Participation MC4 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	56.0%	52.8%	53.2%	66.7%	During the financial year, the Maternal and Child Health (MCH) service transitioned from a prioritised service model to a full-service delivery model. This has led to a notable increase (14%) in participation.
Participation MC5 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] x 100	64.0%	80.0%	67.3%	86.6%	This is an increase of 20% from 2023/24 data and can largely be attributed to the employment of an Aboriginal outreach MCH nurse and her work in community outreach, better identification of families and data cleansing.
Participation MC6 Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits/Number of birth notifications received] x 100	97.6%	94.5%	94.5%	96.3%	This is a slight increase from the previous financial year and can be attributed to the return of a full-service delivery model.



THEME ONE: A safe City that is socially and culturally connected

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Theme Two

A vibrant and healthy natural and built environment

Strategic Outcome: A City that protects and enhances its natural environment for future generations.

OUR PERFORMANCE



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ACTION

Review of Passive Irrigation Treatment Guidelines.



The review of the passive irrigation treatment guidelines has been completed.

STATUS: COMPLETED ✓

ACTION

Engage the community on the development of a Biodiversity Strategy.

A community engagement program was carried out including an online survey on the Melton Conversations page, in person pop-up sessions and online community workshops. The findings of the consultation and recommendations will inform future strategic action planning for the protection and enhancement of nature and biodiversity.

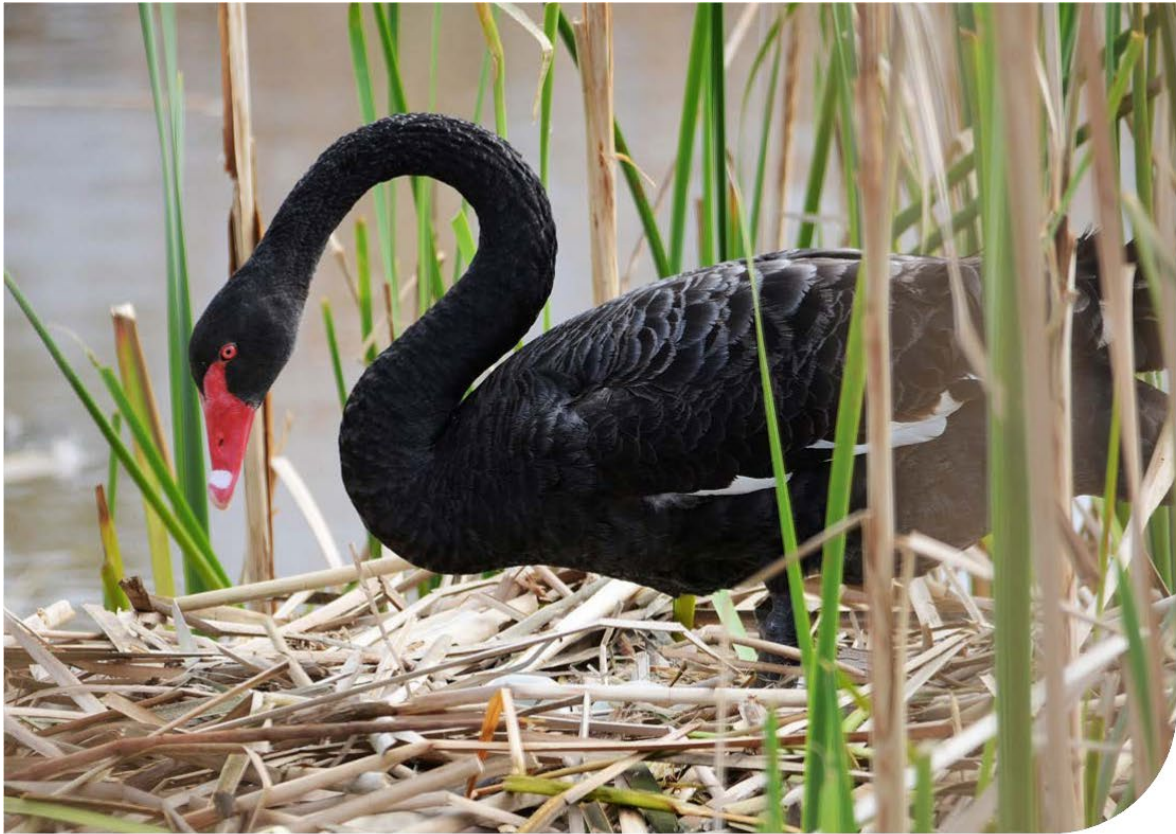
STATUS: COMPLETED ✓

ACTION

Complete the research phase of the development of a Tree Planting Strategy.

A background paper was prepared, as well as a gap analysis of existing tree data, and a project brief, which completed the research stage for this strategy.

STATUS: COMPLETED ✓



THEME TWO: A vibrant and healthy natural and built environment

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ACTION

Investigate alternative water source options to reduce Council’s reliance on potable water.

Opportunities to utilise alternative water sources at Council’s higher use sites are continuing to be considered. Stormwater harvesting and extension of the recycled water pipeline have been initially discussed with Greater Western Water, with further investigations on feasibility to commence in 2025/26.

STATUS: **COMPLETED** ✓

ACTION

Undertake an audit of open space assets to inform development of a new Open Space Plan.

The audit of Council’s open space assets has been completed. Data received is now being transferred onto Council’s Geographic Information System (GIS) asset register.

STATUS: **COMPLETED** ✓

ACTION

Engage the community on the draft Resource Recovery & Circular Economy Strategy.

A range of community engagement activities have occurred, including a community survey and in-person events. The feedback from these consultations, along with background and technical studies, will inform the draft Resource Recovery & Circular Economy Strategy.

STATUS: **COMPLETED** ✓

Objectives

OBJECTIVE: 2.1

A City with healthy waterways, biodiversity and ecosystems ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community satisfaction with Council responsibilities towards the environment Source: Metropolis Community Satisfaction Survey	7.1	7.5	7.4	7.4	This figure is consistent with last year and is considered to be a good result regarding community satisfaction.
Number of Reserve Management and Monitoring Plans (Numerator – Council managed conservation reserves with Reserve Management and Monitoring Plans Denominator – Total number of Council managed conservation reserves X 100)	0%	0%	33%	13%	Council's offset sites are managed in accordance with approved Offset Management and Monitoring Plans. Vegetation surveys for Bush's Paddock and Mt Cottrell Recreation Reserve were conducted in spring 2024 to meet offset permit requirements

OBJECTIVE: 2.2

The community and infrastructure are resilient to the impacts of a changing environment ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Resource efficiency of Council buildings (Total energy consumption (MJ) per sqm floor area (MJ/ m2) (total Council buildings in m2))	Data was not captured this year	Data was not captured this year	Data was not captured this year	Data was not captured this year	Utility data is not available.
Number of trees planted in the City ♥ (Numerator – Number of trees planted Only covers existing locations where trees have been planted as replacements for dead, dying, or damaged trees. Does not include trees planted in new developments)	3,500	6,000	12,431	25,921	Almost 26,000 trees were planted in the City of Melton in 2024/25. Over time, this will assist in increasing the City's tree canopy coverage, which is one of the lowest in Melbourne.

NB: Data was not captured across the four years of the Council & Wellbeing Plan 2021-2025

OBJECTIVE: 2.3

A City growing and developing sustainably ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Street trees with passive irrigation The number of street trees with passive irrigation (Irrigation that comes from the street kerb and channel. Only applies to street trees that are supported by the passive irrigation system)	6,792	9,874	11,694	19,902	New plantings in residential developments include the provision of passive irrigation as standard. This number is expected to increase as land developments increase.
Number of actions completed through the Climate Change Adaptation Plan ♥ (The number of actions for 2023/24 from the Climate Change Adaptation Plan that have been completed divided by the number planned for completion x 100)	1	5	2	8	Eight of the 16 actions listed in the Climate Change Adaptation Plan 2020-2030 have been completed or are in progress.
Community satisfaction with Council's performance in the protection of local heritage and sites of significance Source: Metropolis Community Satisfaction Survey	6.9	7.5	7.5	7.3	The 2024/25 result is similar to the previous year's results and is reflective of work Council has undertaken to promote and protect local heritage sites of significance.

OBJECTIVE: 2.4

A City that mitigates and adapts to climate change and is environmentally aware ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Number of Council-led or supported environmental sustainability events (Number of community sustainability events coordinated or supported by Council)	1	2	10	7	Seven sustainability-focused events were held in 2024/25, including: 'Lounge Lunch and Learn' focusing on sustainable cooking and gardening during Neighbourhood House Week, World Environment Day Engagement Pop-ups at Melton Library and Caroline Springs Library, a harvest swap and gardening workshop delivered by Eat Grow Garden, a Sustainability Village at Djerriwarrh Festival, and Melton Libraries Learning Festival.
Waste diverted from landfill * (Numerator - Weight of recyclables and green organics collected from kerbside bins Denominator - Weight of garbage, recyclables and green organics collected from kerbside bins as a percentage)	43.4%	43.4%	39.7%	38.8%	Of the 66,490 tonnes of garbage, recycling and food and garden organics collected through kerbside waste bins in 2024/25, 25,804 tonnes was diverted from landfill, a result of 38.81%. This is a slight decrease on previous years and a significant variance on the target for this indicator. The introduction of several Council and State Government initiatives resulted in a higher uptake of other waste disposal options. These included the Melton Recycling Facility, free green waste disposal, hard waste collection services and the Container Deposit Scheme with households choosing to return their cans and bottles instead of placing these in kerbside bins. Based on the result and the higher uptake of alternative disposal options, Council will review its target for this measure.
Potable water as a percentage of total water (Numerator = total amount of potable water Denominator = total amount of all water Multiplied by 100 to give a percentage result)	90%	79%	Data was not captured this year	Data was not captured this year	Data is not currently available.

* Denotes performance indicator is required under the Local Government Performance Reporting Framework

Major and Other Initiatives

The following table outlines Council's progress in 2024/25 on initiatives identified in the 2024/25 budget.

OTHER INITIATIVES	PROGRESS	COMMENTS
Free Green Waste - change of dates to mid-November and mid-January	Completed	Implemented as per the agreed period.
Navan Park Boardwalk Crossover - pre-planning and design only	Ongoing	Design and construct documentation was completed in readiness for construction.

Service Budgets

The following statement provides information in relation to the services funded in the 2024/25 budget and the persons or sections of the community who are provided the service.

SERVICE	DESCRIPTION	NET COST - ACTUAL - BUDGET - VARIANCE (\$000)
Operations	Operations are responsible for the maintenance of the City's assets, including Council's roads, footpaths, drainage, parks, open spaces, sportsgrounds, trees and responsible for Council's waste and recycling services. Operations also coordinate Council's municipal emergency management arrangements (planning, preparedness and recovery) and organisational business continuity planning.	\$85,627
		\$81,690
		(\$3,937)

Performance Indicators and Measures

SERVICE/INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	MATERIAL VARIATIONS
Waste					
Service standard WC2 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	0.55	1.23	0.56	0.16	There were over six million garbage and recycling bins collected across City of Melton households in 2024/25. A total of 95 bins were missed throughout the year (51 garbage and 44 recycling bins), resulting in 0.16 bins missed per 10,000 collections, a significant decrease from previous years.
Service cost WC3 Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins]	\$122.0	\$152.4	\$143.0	\$158.5	In 2024/25, the garbage collection service cost \$12.61M, equating to \$154.26 per service. Of this cost, 42% is attributed to collection, with 58% attributed to disposal costs. This increase per service since 2023/24 is due to increased disposal costs.
Service cost WC4 Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$48.44	\$56.45	\$48.57	\$56.17	There are 78,089 households with 819 of these households subscribing to an additional recycling bin. In 2024/25, the recycling bin collection service cost \$4.34 million, equating to \$56.17 per service in 2024/25. This increase per service since 2023/24 is due to increased disposal costs.
Waste diversion WC5 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	43.4%	43.4%	39.7%	38.8%	Of the 66,490 tonnes collected through kerbside waste bins in 2024/25, 25,804 tonnes was diverted from landfill, a result of 38.81%. This is a slight decrease on previous years which can be attributed to Council and State Government initiatives resulting in a higher uptake of other waste disposal options. These include the Melton Recycling Facility, free green waste disposal, hard waste collection services and the Container Deposit Scheme with households choosing to return their cans and bottles instead of placing these in kerbside bins.



Theme Three

A fast growing, innovative and well-planned City

Strategic Outcome: A City where growth and development
occur in a strategic, fair and sustainable way.

OUR PERFORMANCE



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THEME THREE: A fast growing, innovative and well-planned City



Annual Action Plan end of year Performance Report summary

ACTION

Finalise the detailed design documentation and complete the tender process for construction of the Cobblebank Community Services Hub.

The detailed design documentation was finalised and the tender process for construction of the Cobblebank Community Services Hub was completed.

STATUS: COMPLETED ✓

ACTION

Complete the design and commence construction of two seniors' outdoor gyms.

Design for two outdoor seniors' gyms has been completed. Contracts for the construction works have been issued. Construction commenced at the Burnside Community Centre Seniors Gym in June 2025.

STATUS: COMPLETED ✓

ACTION

Finalise the detailed design documentation for the Plumpton Aquatic and Leisure Centre.

The design documentation has been completed. The procurement process for the Design and Construction Head Contractor also commenced in 2024/25. The Expression of Interest process was completed and the tender process commenced, with tenders closing in June 2025.

STATUS: COMPLETED ✓

ACTION

Deliver commitments in the Kindergarten Infrastructure Services Plan.

The Plumpton Children's and Community Centre is now operational. The Weir Views Children's and Community Centre is under construction. The Deanside, Diggers Rest and Rockbank East Children's and Community Centres are currently in the schematic design phase.

STATUS: COMPLETED ✓

ACTION

Plan and deliver infrastructure that supports increased participation in sport and active recreation.



Council delivered several infrastructure projects to promote sport and active recreation participation, including Bridge Road Recreation Reserve, MacPherson Park Rugby Pavilion and new rugby pitch, Caroline Springs Town Centre Recreation Reserve upgrade, and the Melton Recreation Reserve Sports Pavilion.

STATUS: COMPLETED ✓

ACTION

Review and update Council's Road Management Plan.



The review of the Road Management Plan (RMP) was completed and the updated RMP 2025-2029 was adopted at the Council Meeting on 23 June 2025.

STATUS: COMPLETED ✓

ACTION

Engage with our community on the development of a BMX and Skate Strategy.



Community engagement activities including an online survey and face to face sessions commenced in May 2025.

STATUS: COMPLETED ✓

ACTION

Advocate to, and work with, State and Federal Governments for the timely delivery of infrastructure to meet the needs of our growing community.

The City of Melton received significant commitments for infrastructure funding including \$1 billion to upgrade the Western Highway, between Melton and Caroline Springs and \$300 million to construct the Calder Park interchange. Additionally, Council also received \$15 million funding for the Plumpton Aquatic and Leisure Centre and \$15million for the Cobblebank Community Services Hub, funding for two new schools, school upgrades, level crossing removals, and active transport projects.

STATUS: COMPLETED ✓

Objectives

OBJECTIVE: 3.1

A City of 20-minute neighbourhoods ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community satisfaction with the provision of parks and gardens ♥ Source: Metropolis Community Satisfaction Survey	7.2	7.2	7.3	7.7	The 2024/25 result indicates a minor increase in satisfaction from that of the previous year and demonstrates a "very good" level of community satisfaction with the provision of parks and gardens in the City of Melton.
Community agreement that Melton is a City that encourages and enables people to work, shop and spend time locally ♥ Source: Metropolis Community Satisfaction Survey	7.1	7.4	7.5	7.3	The result for this indicator is comparable to that of the previous years. The results continue to be in the good range showing that a wide variety of opportunities are available to the community.
Dwellings within 800m of public open space within residential areas (Applies to urban areas that have been or are under development. Open space is considered as all types of public open space. In growth areas open space assets that have been approved or are under construction are included.) (The number of dwellings within 800m radius of public open space with residential areas as a percentage)	100%	100%	100%	100%	This figure applies to urban areas that have been or are under development. Open space is considered as all types of public open space. In growth areas open space assets that have been approved and or are under construction are included. The 2024/25 result is similar to that of the previous year and indicates accordance with the Open Space Plan and Precinct Structure Plans.

OBJECTIVE: 3.2

Health and community services are accessible locally ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community satisfaction with local health services ♥ Source: Metropolis Community Satisfaction Survey	6.6	7.1	7.0	7.3	The 2024/25 result indicates an increase in the level of satisfaction with local health services compared to the 2023/24 result.
Proximity to local health services ♥ (The percentage of dwellings within a 1 km radius of at least one community service)	57.9%	61.9%	67.1%	68.3%	There has been an increase compared to previous years. This is due to growth in existing catchments. Figures for this indicator have been calculated based on proximity to maternal child health facilities, preschools/ kindergartens, libraries, civic offices, community health facilities, community spaces, neighbourhood houses and youth facilities.

OBJECTIVE: 3.3

A City with accessible infrastructure that meets the needs of all ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community satisfaction with planning for population growth Source: Metropolis Community Satisfaction Survey	5.8	6.8	6.9	7.1	This result has improved slightly from the previous year and although it has improved, the overall result highlights the challenge growth areas faces in ensuring timely planning for residential growth, transport and community infrastructure is delivered when it is needed.
Community satisfaction with Council facilities ♥ Source: Metropolis Community Satisfaction Survey	7.2	7.2	7.4	7.6	The 2024/25 result shows another increase in satisfaction with Council facilities when compared to the 2023/24 results, which itself was an increase from 2022. The result shows that community are increasingly satisfied with Council facilities.
Annual Capital Works Program (Numerator – Actual Capital \$ expended Denominator – Approved Capital \$ Budget X 100 Denominator = Approved Capital Works Budget less projects that Council resolves not to proceed with)	30.0%	62.0%	100.0%	83%	The total expenditure of \$174 million represents the largest ever capital works program delivered by Melton City Council to date.
Community satisfaction with public spaces ♥ Source: Metropolis Community Satisfaction Survey	7.2	7.6	7.5	7.6	The 2024/25 result indicates a slight increase in satisfaction with public spaces but still a “very good” level of community satisfaction with the provision of public spaces in the City of Melton.

OBJECTIVE: 3.4

An integrated transport network that enables people to move around ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024		COMMENTS
Community satisfaction with sealed local roads* Source: Metropolis Community Satisfaction Survey	6.0	6.8	6.8	6.9	Slight increase from the previous year indicating Council's maintenance and renewal program of our roads is performing well.
Community satisfaction with off-road bike and walking paths  Source: Metropolis Community Satisfaction Survey	7.3	7.6	7.6	7.6	Satisfaction with this service scored 7.6, equal to or slightly higher than the previous four years, being rated in the good range.
Community satisfaction with the public transport network Source: Metropolis Community Satisfaction Survey	7.0	7.2	7.0	7.0	Satisfaction with public transport shows a consistent level of satisfaction. The result is in the good range.
Number of kilometres of shared paths (The number of kilometres of shared path (areas open to the public that are designated for use by both pedestrians and bike riders))	193	270	318	338	An additional 20 kilometres of shared paths were constructed in newly developed areas within the city.

* Denotes performance indicator is required under the Local Government Performance Reporting Framework

Major and Other Initiatives

The following tables outline Council's progress in 2024/25 on initiatives identified in the 2024/25 budget.

MAJOR INITIATIVES	PROGRESS	COMMENTS
Increased safety measures for outdoor dining on Council land	Completed	Works are complete. Only one of the original four projects proceeded due to outdoor dining no longer being required at premises.
Melton Football Netball Club MacPherson Park Upgrades	Ongoing	The project to install a shelter structure has progressed with investigations, initial designs, and stakeholder engagement commenced. Once final approval has been received from the clubs, the procurement process will commence likely in 2025/26.
Increase the budget for Minor Park Improvements	Completed	Completed through the development of Council's 2024/25 Capital Budget.

OTHER INITIATIVES	PROGRESS	COMMENTS
Lake Caroline Master Plan outcomes	Ongoing	Ecological and cultural heritage assessments have been completed, and a lead design consultant team has been appointed.
Linda Place Kurunjang – footpath construction to Thrice Lane	Completed	The footpath between Linda Place and Thrice Lane was completed in December 2024 and is now open for public use.
Business case (or preliminary investigation works) for the whole Caroline Springs and Leisure Centre footprint	Ongoing	A brief is currently being prepared.
Arnolds Creek Reserve Digital Scoreboard	Ongoing	The construction program for the supply and installation of the scoreboard has commenced.
Electronic Scoreboard Frontier reserve Aintree Oval 1	Ongoing	The construction program for the supply and installation of the scoreboard has commenced.
Shelter and Storage at Frontier reserve Aintree Oval 1 and 2	Ongoing	The initiative is in the early stages of planning.
Taylors Hill Recreation Reserve, Taylors Hill – Grandstand seating at sporting reserve	Ongoing	The contract for the Taylors Hill Recreation Reserve field redevelopment was awarded at the June 2025 Council meeting. The project includes a spectator shelter with grandstand seating and is expected to be completed in May 2026.
Mountain Bike and BMX Facility Fraser Rise – to inform sites and timing only.	Ongoing	Community engagement activities including an online survey and face to face sessions in May 2025. This community budget submission request resulted in the recommendation to prepare a strategy for future BMX, bike and skate facilities in the City of Melton.
Turf wickets at Frontier Recreation Reserves – design only	Completed	Design complete.
Melton South Community Centre – storage unit for centre and the food bank	Completed	The installation of the storage unit has been completed.
A splash park / water play in Taylors Hill	Ongoing	The draft concept design, including water play elements, for Taylors Hill Central Reserve has been completed and community consultation commenced in December 2024. Construction works are scheduled to commence in 2025/26.
Grizzly Bear Park Truganina – Local Park Improvement	Completed	Project completed with the installation of the bike hoop and fun goals at the Grizzly Bear Park.

Service Budgets

The following table outlines information in relation to the services funded in the 2024/25 budget and the persons or sections of the community who are provided the service.

SERVICE	DESCRIPTION	NET COST - ACTUAL - BUDGET - VARIANCE (\$000)
City Strategy	Provision of strategic planning, urban design, community infrastructure planning, open space planning, sustainability & climate resilience and heritage services.	\$3,408 \$4,323 \$915
Engineering & Asset Services	Engineering and Asset Services is responsible for engineering investigations and permits, traffic and transport planning, asset services, including geographic information systems and facilities maintenance.	\$23,078 \$50,995 \$27,917
City Infrastructure Planning	Provision of strategic infrastructure planning activities including long term capital pipeline management, land acquisition activities, transport network planning, engineering assessment of planning permit applications and monitoring of development construction activity.	(\$564) (\$2,766) (\$2,202)
Capital Delivery	Capital Delivery is responsible for the delivery of Council's Capital Works Program, including management of design, approvals, procurement of works and coordination and contract management of construction.	\$37,255 \$100,933 \$63,678
Major Project Delivery	Responsible for the delivery of Council's high-value, major infrastructure projects. This involves the full end-to-end project delivery from pipeline and business case development through to completion.	(\$3,551) \$15,814 \$19,365
City Growth and Development	Provision of assessment of planning and subdivision proposals under the relevant planning and subdivision legislation, ensuring compliance with the planning controls and administering Council's Environmental Enhancement Program. Services provided include the assessment of Planning and Subdivision Applications, assessment of Environment Management Plans, pre-application consultation, planning and environment advice, post permit approvals, issue of Statements of Compliance, collection, monitoring and reporting of development contributions, and administering the Environmental Enhancement Program.	\$2,553 \$3,410 \$857
Enterprise Project Management Office (EPMO)	Provision of leadership, support and improvement capability with setting priorities, standards and goals for Council's portfolio of programs and projects.	(\$31) \$594 \$625

Service Performance Indicators and Measures

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

SERVICE/INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	MATERIAL VARIATIONS
Roads					
Satisfaction of use R1 Sealed local road requests [Number of sealed local road requests/Kilometres of sealed local roads] x100	128.6	62.9	102.2	93.7	The results for this indicator vary considerably from year to year primarily due to the amount of development across the City. Although the 2024/25 result has decreased from the previous year, increased traffic across the sealed road network continues to be the primary reason for requests.
Condition R2 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	96.5%	96.5%	97.1%	99.9%	The improvement in this indicator compared to previous years is a great result, owing to the continued commitment to the annual re-sealing program.
Service cost R3 Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$102.38	\$0.00	\$0.00	\$753.77	No reconstruction work was undertaken in the previous two years, and the variation results from work on the Ferris Road-Alfred Road intersection undertaken in the first six months of the 2024/25 financial year. No reconstruction projects were undertaken in the last six months of the financial year.
Service cost R4 Cost of sealed local road resealing [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]	\$30.42	\$38.56	\$55.08	\$49.71	The renewal projects in 2024/25 were mostly low traffic access street and place road projects, hence the renewal cost and traffic management were significantly lower.
Satisfaction R5 Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads] Source: Metropolis Community Satisfaction Survey	60	68	68	69	Although there has been a slight decrease in community satisfaction, Council has exceeded targets set in our Road Asset Maintenance Contract and has spent considerable capital expenditure on roads to improve the road network.
Statutory Planning					
Timeliness SP1 Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	98 days	108 days	95 days	89 days	There has been a small reduction in the median application processing days, which is linked to additional resources. Although this is an improvement, a large portion of applications required further information and referrals to other stakeholders before a decision could be made, thereby impacting the overall result.
Service standard SP2 Planning applications decided within required time frames [((Number of planning application decisions made within 60 days + Number of Vic Smart planning application decisions made within 10 days)/Number of planning application decisions made] x 100	87.1%	51.3%	52.8%	61.4%	Although the result in 2024/25 is an improvement, the amount of growth across the municipality requires Council to review the target for this indicator considering that growth.
Service cost SP3 Cost of statutory planning service [Direct cost of the statutory planning service/Number of planning applications received]	\$4,283.18	\$5,073.14	\$5,457.86	\$7,270.46	Staff costs are reflective of resourcing to keep pace with substantial population growth and previously vacant positions being filled.
Decision making SP4 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	55.6%	25.0%	75.0%	100.0%	The number of VCAT submissions in 2024/25 was lower than in previous years. All matters were resolved through mediation.



Theme Four

A City that promotes greater education and employment

Strategic Outcome: A City rich in local employment and educational opportunities

OUR PERFORMANCE



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THEME FOUR: A City that promotes greater education and employment



Annual Action Plan end of year Performance Report summary

ACTION

Deliver a range of networking, support and capacity building programs through the Venture Melton Business Network.

A range of activities took place, including workshops which focused on marketing, digital accessibility, AI, business planning and neurodiversity, and a series of networking meetings.

STATUS: COMPLETED ✓

ACTION

Support local organisations to advocate and promote local employment opportunities.

Melton Jobs Hub is an online portal which promotes local job opportunities for job seekers within the community. During 2024/25 over 4,500 jobs were advertised, and 764 new jobseekers and 16 new employers were welcomed onto the platform.

STATUS: COMPLETED ✓

ACTION

Deliver the 2024 Developer Forum.

The Developer Forum was held in July 2024 with the Planning Minister, the Honourable Sonia Kilkeny MP, as the keynote speaker. The event was attended by more than 50 industry stakeholders and provided networking opportunities and insights into maintaining ongoing engagement.

STATUS: COMPLETED ✓

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ACTION

Undertake research to provide a strengthened evidence base for a tertiary education offering in Cobblebank Metropolitan Activity Centre.

The university research was completed and demonstrated a future demand for a university campus in Cobblebank. This research informed a university prospectus that is being presented to key State and Federal decision makers to build the case for capital funding for a campus.

STATUS: COMPLETED ✓

ACTION

Advocate and provide support services that strengthen employment pathways for young people.

Council partnered a range of employers, schools and service providers to discuss ways to support education and employment for young people. Events included the delivery of employability workshops, the Western Bulldogs Leadership Program Graduation providing 10 graduates, and Freeza, where a number of events helped to strengthen pathways into the music industry.

STATUS: COMPLETED ✓

ACTION

Work in partnership with local education and community service organisations to identify and respond to skills shortages leading to employment pathways.

Council delivered a White Card certification program to 19 local residents to obtain accredited qualifications for the warehousing, logistics and the construction industry. Council commenced delivery of the Student Based Apprenticeships & Traineeships (SBAT), a pilot program for students in years 10-12 who live with disabilities and experience disadvantage and other barriers to employment, in partnership with Future Connect. Council also partnered with The Community Grocer, a not-for-profit enterprise, to establish a weekly low-cost fruit and vegetable market at the Kurunjang Community Hub. The market provides opportunities for local work experience.

STATUS: COMPLETED ✓

ACTION

Work with Victoria University through Council's Memorandum of Understanding to provide spaces and resources to support the delivery of accredited and job ready learning programs at Council libraries.



Victoria University (VU) ran 56 classes of Certificate III in Early Childhood Education out of the Melton Library & Learning Hub (MLLH) for locally enrolled students between April and June 2025.

STATUS: COMPLETED ✓

ACTION

Extend library outreach services with the implementation of a Mobile Library Service with support from the Living Libraries Infrastructure Funding Program.

Council received a grant from the Living Libraries Infrastructure program to help fund a Mobile Library Van. The internal fit-out of the van has been completed. The graphics for the external of the van are being finalised and once completed the van will be ready to deliver library services to the community.

STATUS: COMPLETED ✓

Objectives

OBJECTIVE: 4.1

A strong local economy that supports business growth and attracts new investment

STRATEGIC INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community satisfaction with local business growth and development Source: Metropolis Community Satisfaction Survey	6.8	7.4	7.2	7.5	The result for this indicator shows improvement on previous years. Business growth and development continues to be visible to the community as larger employers make the City of Melton their home.
City of Melton Business Register (The number of local businesses that are ABN registered on an annual basis. The data will lag by 12 months and will show net movement in the number of ABNs)	Total Businesses on the register 11,450	Total Businesses on the register 15,398	Total Businesses on the register 15,629	Total Businesses on the register 17,308	Data extracted represents the June 2024 numbers. Increases can be attributed to growth in Transport, Postal & Warehousing and Construction Categories. Many of these are in the non-employing category, so it is presumed that this relates to an increase in contractor arrangements. Businesses with 200 employees or more have increased, however the number represented may not be fully comprehensive due to head office arrangements and/or privacy reasons Total Businesses 17,308 as at June 2024
Capital investment value (\$ value of planning permits for industrial and commercial properties)	\$380,832,617	\$363,382,765	\$674,515,877	\$942,583,991	The 2024/25 result is reflective of some large-scale warehouse, distribution and industrial development applications received as new industrial land is now development ready. The result also includes some large-scale commercial development proposals, as more commercial land is released in the city's growth areas.

OBJECTIVE: 4.2

A City with a variety of educational facilities accessible locally ♥

STRATEGIC INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community satisfaction with Council's advocacy for education Source: Metropolis Community Satisfaction Survey	7.2	7.2	7.1	7.1	The level of satisfaction has remained consistent for the advocacy undertaken for education. There is room for improvement by promoting our advocacy in this area to the community. Council has been successful in securing funding for schools and early learning.
Usage of Council facilities for community learning ♥ (The number of bookings of Council facilities used for community learning per year)	394	393	435	558	Council's facilities continue to be utilised extensively by both permanent and casual hirers, supporting a variety of learning programs that align with Council objectives in wellness, digital literacy, numeracy, and literacy. These programs cater to diverse demographics, accommodating all ages and abilities.
Community satisfaction with accessibility to education facilities locally Source: Metropolis Community Satisfaction Survey	New Indicator in 2022/23	7.4	7.6	7.3	The 2024/25 result was a slight decrease on 2023/24. The result shows the level of satisfaction from the community places is consistent and in the very good category.

OBJECTIVE: 4.3

A City with a diversity of local job opportunities and an increasing number of residents locally employed ♥

STRATEGIC INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Job vacancies in the City (The number of job vacancies in the City that are advertised online)	3,222	2,647	5,151	4,583	Job ads decreased by 11% compared to the result from 2023/24. Note that these numbers represent job ads, and that the number of advertised positions may be higher than the number of ads.
Ratio of industry types (The top five different industry types as a percentage of total industry types in the City)	61.0%	62.0%	62.0%	62.0%	The top five local, employing industries are: Construction 17.2% Education & Training 13.5% Retail Trade 13.0% Health Care & Social Assistance 9.7% Public Admin. & Safety 8.5% Result is sourced from Census data and there is no change in the top five employing industries as no new Census data has been collected.
Community satisfaction with local job opportunities Source: Metropolis Community Satisfaction Survey	Data was not captured this year	7	6.7	6.9	Community satisfaction is trending up. Continued increases in job advertisements and new employers in the City of Melton have contributed to this result.
Commute time to place of employment Source: Metropolis Community Satisfaction Survey	< 30 mins 21.2%	30 mins 30%	< 30 mins 21%	< 30 mins 14%	Significant population growth has impacted the metrics of commute time to the residents' place of employment. The greatest level of change is in the <30 minutes metric with a 33% decrease on the previous year, and a 58% increase in those residents commuting >90 minutes.
	30 mins to 60 mins 33.4%	30 mins to 60 mins 23%	30 mins to 60 mins 27%	30 mins to 60 mins 23%	
	60 mins to 90 mins 25.9%	60 mins to 90 mins 27%	60 mins to 90 mins 33%	60 mins to 90 mins 33%	
	+90 mins 19.5%	+90 mins 19%	+90 mins 19%	+90 mins 30%	



OBJECTIVE: 4.4

Lifelong learning opportunities that bring local communities together ♥

STRATEGIC INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community satisfaction with local library services ♥ Source: Metropolis Community Satisfaction Survey	8.6	8.4	8.5	8.4	The result for 2024/25 is consistent with previous years and is considered very good by the community.
Neighbourhood house program participation ♥ (the number of people participating in neighbourhood house programs)	5,523	19,825	21,359	14,396	14,396 people have engaged in 652 Community Centre and Neighbourhood House programs for the 2024/25 year.
The rate of school leavers entering higher education, vocational education or employment ♥ (Numerator - Number of school leavers entering higher education, vocational education or employment Denominator - Total number of school leavers) X 100 Source: On Track Survey - Local Government Area Website NB: Data is only provided for those school leavers who completed the government surveys	Total = 95.2%	Total = 99.3%	Data is no longer available	Data is no longer available	Data is no longer available as the government department responsible for the collection of the data discontinued that practice from the 2023/24 year.
Community satisfaction with Community Centres/Neighbourhood Houses ♥ Source: Metropolis Community Satisfaction Survey	7.7	7.7	7.8	8.0	The 2024/25 result shows an increased level of satisfaction with Community Centres and Neighbourhood Houses compared to previous results and reflects a very high level of satisfaction overall.

Services Budgets

The following statement provides information in relation to the services funded in the 2024/25 budget and the persons or sections of the community who are provided the service.

SERVICE	DESCRIPTION	NET COST
		- ACTUAL - BUDGET - VARIANCE (\$000)
Libraries and Learning	Provision of public library services from Council's two library facilities, four Library Access Points and online library to promote reading culture, lifelong learning and literacy in all its forms. Council is supported in part by the Victorian Government to provide physical and e-collections for loan, learning programs, and public access to technology through annual funding allocations from Local Government Victoria.	\$4,582
		\$4,380
		(\$202)
Economy and Place	Economy and Place is responsible for supporting local businesses through business engagement, place activations and training and development programs, including the annual Business Awards. This department also has a major focus on investment attraction and place management, working at a strategic level with internal and external stakeholders to attract jobs and investment to the City's existing and growing commercial and industrial precincts. This department plays a major role in exploring, developing and leading transformative place-based interventions through urban design and investment attraction projects within key activity centres.	\$1,153
		\$1,876
		\$723

Service Performance Measures and Indicators

The following table outlines the results of the prescribed service performance indicators and measures including explanation of material variations.

SERVICE/INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	MATERIAL VARIATIONS
Libraries					
Resource standard	84.5%	81.7%	53.2%	53.1%	The result for 2024/25 is similar to the previous financial year.
LB2 Recently purchased library collection [Number of library collection items purchased in the past five years/Number of library collection items] x100					
Service cost	\$23.12	\$22.88	\$22.88	\$23.16	Although the lower 'service cost' reported was due to staff vacancies, once these vacancies are filled, the service cost will exceed 2023/24.
LB5 Cost of library service per population [Direct cost of the library service/Municipal population]					
Utilisation	New indicator in 2022/23	New indicator in 2022/23	3.2	2.8	There has been an increase in loans on the same time last year, however, proportionally that increase is lower than the increase in population growth. As a result, the loans per head of population have decreased in 2024/25.
LB6 Loans per head of population [Number of library collection item loans/Population]					
Participation	New indicator in 2022/23	New indicator in 2022/23	19.7%	23.07%	There has been a small increase in library memberships, primarily because of the significant population growth across the City.
LB7 Library membership [Number of registered library members/Population] x100					
Participation	New indicator in 2022/23	New indicator in 2022/23	2.3	2.3	There has been a marginal increase from 2.27 in 2023/24 to 2.32 in 2024/25 in library visitors.
LB8 Library visits per head of population [Number of library visits/Population]					

Theme Five

A community that is actively engaged in the City

Strategic Outcome: A community that embraces volunteering and is encouraged and able to engage with Council





THEME FIVE: A community that is actively engaged in the City

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ACTION

Implement the deliberative engagement program to inform the development of the next Council Plan, Financial Plan and Asset Plan, including a review of the Community Vision.



The deliberative engagement process for the Community Vision and Council's supporting strategic documents was completed and the feedback from the engagement informed the development of the final documents.

STATUS: COMPLETED ✓

ACTION

Utilise deliberative engagement to co-design the redevelopment of Council's Customer Service Charter.

The deliberative engagement process for the Customer Service Charter was completed in June 2025 with approximately 35 panel members, including seven staff representatives involved in the engagement. Feedback from the deliberative engagement process is currently being reviewed, with a new draft charter being prepared. It is expected that a new Customer Service Charter will be finalised for Council adoption later in 2025.

STATUS: COMPLETED ✓



Objectives

OBJECTIVE: 5.1

Deliberate engagement and communication with the community informs planning and decision-making

STRATEGIC INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community satisfaction with consultation and engagement*	6.4	7	6.9	7.0	The 2024/25 result shows a slight increase from 2023/24. This result shows that satisfaction is increasing and a good result.

Source: Metropolis Community Satisfaction Survey

* Denotes performance indicator is required under the Local Government Performance Reporting Framework

OBJECTIVE: 5.2

A range of platforms including digital that cater for accessible community engagement and consultation ♥

STRATEGIC INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
City of Melton Conversations: community engagement platform (The number of visits and total number of contributions to the engagement platform)	Visits = 29,476 Contributions = 2,376	Visits = 23,526 Contributions = 1,430	Visits = 62,188 Contributions = 2,151	Visits = 70,981 Contributions = 2,073	In the 2024/25 financial year, Council's engagement platform experienced a 14% increase in visitations with a total of 70,981 visits for the year. With Council's engagement activities being limited during the first six months of the financial year due to Caretaker provisions, this is a great result in improving the reach and awareness of Council's engagement in key decision-making processes.
Community participation in engagement and consultation ♥	9.2%	14.0%	16.0%	11.0%	The 2024/25 result is a decrease from 2023/24. However, community satisfaction with Council's engagement and consultation shows a slight increase from 2023/24 and that satisfaction is increasing and a good result.

Source: Metropolis Community Satisfaction Survey

OBJECTIVE: 5.3

Increase volunteering in the City ♥

STRATEGIC INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Volunteering in Council activities, programs or events ♥ (The number of community volunteers over the past 12 months)	119	76	99	109	There has been a marginal increase in the number of people who volunteered their time, skills, and expertise to assist in Council programs, events, and festivals in 2024/25 compared to the previous two financial years.
Community volunteering (Do you or a member of your household volunteer regularly?)	17.6%	14.4%	17.0%	14.0%	There has been a marginal decrease in the number of community members who have identified they are involved in volunteering compared to the result in 2023/24. The variation is not significant although compared to the overall population of the City of Melton, this number is very low.

Source: Metropolis Community Satisfaction Survey



Theme Six

**A high-performing organisation
that demonstrates civic leadership
and organisational excellence**

Strategic Outcome: An innovative, transparent,
accountable and sustainable organisation

OUR PERFORMANCE



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Annual Action Plan end of year Performance Report summary

ACTION

Develop a Customer Experience Strategy that focuses on enhancing end-to-end customer journey expectations and fosters a customer-centric organisation.

The Customer Experience Strategy was adopted by Council in June 2025.

STATUS: COMPLETED ✓

ACTION

Implement workplace People Leader development program.

The Workplace People Leader Development Program has been implemented, including three People Leader Forums held and regular Senior Leadership Team sessions. Council also implemented the Juno Adaptive Leaders Program for up-and-coming leaders.

STATUS: COMPLETED ✓

ACTION

Continue implementation of an enhanced Wi-Fi solution across community sites, ensuring that the community can access reliable and secure internet services seamlessly.

An enhanced Public Wi-Fi solution was implemented at three Council sites: Melton Youth Facility, Timbertop Children's and Community Centre and Fraser Rise Children's & Community Centre.

STATUS: COMPLETED ✓

ACTION

Develop a new workplace Gender Equality Action Plan (GEAP).

The development of a new plan is dependent on receiving the criteria for the new Gender Equality Action Plan (GEAP) from the Gender Equality Commissioner. At the time of reporting, the criteria have not been released, impacting the commencement of the workplace GEAP. The new date for adoption is expected to be May 2026.

STATUS: COMPLETED ✓

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ACTION

Enhance cyber security measures to safeguard community information and Council data from potential threats and cyber-attacks.

Several projects to enhance cyber security measures and protect Council data have been successfully completed.

STATUS: COMPLETED ✓

ACTION

Develop and implement a centralised external grants function that maximises and streamlines opportunities to secure investment for Council services, programs and infrastructure delivery.

A framework to embed a fully centralised grant function has been implemented. All existing grant information and funding agreements are now fully consolidated, and a grant attraction process has been approved.

STATUS: COMPLETED ✓

ACTION

Develop and implement new Councillor Induction Program within legislative timeframes.

All Councillors have completed the required Councillor Induction Program within legislative timeframes.

STATUS: COMPLETED ✓

ACTION

Implement a targeted advocacy engagement program with State and Federal Departments to strengthen strategic partnerships and investment planning.

Implemented a targeted and successful advocacy engagement program with State and Federal Departments to strengthen strategic partnerships and investment planning leading to multi-million-dollar commitments for the Western Highway and Calder Interchange. Grant attraction investment included \$2.1 million for two projects that will deliver improved cycling and pedestrian paths along Westwood Drive and Caroline Springs Boulevard.

STATUS: COMPLETED ✓

Objectives

OBJECTIVE: 6.1

An organisation that demonstrates excellence in customer and community service

STRATEGIC INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community satisfaction with Council's responsiveness to local community needs Source: Metropolis Community Satisfaction Survey	6.3	6.9	6.9	7.0	The 2024/25 is a slight increase from 2023/24 and is a good result. This has continued to maintain the trajectory of improved satisfaction with Council's responsiveness to community needs.
Response times to customer and community enquiries (seconds) Source: Genesys (Phone System)	Data not available	701 sec	526 sec	618 sec	Our overall response time was 618 seconds (10 minutes and 30 seconds), this is a 39 second increase on the six months prior (July to Dec 2025 – 579 seconds or 9 minutes and 39 seconds). During this period, the team were operating at lower-than-normal staffing level due to recruitment and staff turnover. Council spent a significant period training new Customer Service Officers.

OBJECTIVE: 6.2

An adaptive, innovative and creative organisation

STRATEGIC INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community agreement that Council is efficient and well run Source: Metropolis Community Satisfaction Survey	6.6	7.2	7.0	7.2	The 2024/25 result shows a decrease in comparison to the 2023/24 result. This result is in the good category and indicates the community is satisfied with the decisions that Council makes.

OBJECTIVE: 6.3

An organisation that demonstrates excellence in civic leadership and governance

STRATEGIC INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Community satisfaction rating for Council making decisions in the best interest of the community* Source: Metropolis Community Satisfaction Survey	6.5	7	7	7.0	The 2024/25 result remains the same as in 2023/24. The result indicates the community is satisfied with the decisions that Council makes.
Community satisfaction with Council's representation, lobbying and advocacy on key issues Source: Metropolis Community Satisfaction Survey	6.4	7	7	7.0	The level of satisfaction has remained constant for all advocacy undertaken. There is room for improvement by continuing to promote our advocacy efforts and achievements to the community.
Community satisfaction with Council's performance in maintaining the trust and confidence of the community Source: Metropolis Community Satisfaction Survey	6.4	7	7.1	7.0	The 2024/25 result shows a slight decrease in comparison to previous years. The result indicates the community has a level of trust and confidence in Council's performance.

* Denotes performance indicator is required under the Local Government Performance Reporting Framework

OBJECTIVE: 6.4

An organisation that celebrates diversity and inclusion ♥

STRATEGIC INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Number of events that promote diversity and inclusion ♥ (The number of events run or supported by Council that promote diversity and inclusion)	5	10	30	40	Council continues to support and lead community in hosting or funding events and activities that promote community inclusion and diversity.
Community agreement that Council respects, reflects and is inclusive of our diverse community ♥ Source: Metropolis Community Satisfaction Survey	7.6	7.9	7.9	7.6	The result for 2024/25 is a decrease from the 2023/24 result. This result is still strong and indicates a high level of community agreement with the statement.
Number of Gender Equality Plan actions completed ♥ (The number of actions delivered from the Gender Equality Plan compared to the number of actions planned for delivery x 100)	30	50	20	88	Eight-eight of 99 actions have been completed. The remaining actions are expected to be rolled into the next GEAP which is currently under development.

OBJECTIVE: 6.5

An organisation that tackles climate change ♥

STRATEGIC INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	COMMENTS
Council's carbon emissions ♥ (tCO2e (using National Greenhouse Accounts Factors multiplied by emissions sources) per annum)	3,316t CO2e	3,167t CO2e	Data not available	Data not available	Accurate utility data is not available at this time. Work to review Council's utilities billing data for accuracy and set up of a utility data reporting system is underway.
Progress towards overall carbon neutrality (100 - [Council's reported greenhouse gas emissions (tCO2e) / 2015 Baseline emissions x 100])	80.0%	80.0%	Data not available	Data not available	Accurate utility data is not available at this time. Work to review Council's utilities billing data for accuracy and set up of a utility data reporting system is underway.
Percentage compliance with Environmentally Sustainable Design plans for Council buildings (Number of Council buildings completed with approved Sustainability Management Plans (SMPs)/total number of Council buildings completed x 100)	50.0%	50.0%	50.0%	50.0%	One of two buildings were completed with Sustainability Management Plans in 2024/25. The two sites are Plumpton Children's and Community Centre and Melton Recycling Facility.

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Major and Other Initiatives

The following table outlines Council’s progress in 2024/25 on initiatives identified in the 2024/25 budget.

OTHER INITIATIVES	PROGRESS	COMMENTS
Councillor training opportunities	Completed	As part of the 2024/25 Budget process, funding was allocated for the development and implementation of a Councillor training schedule. The training schedule has been developed considering the Local Government reforms introduced in October 2024.
Increase pensioner rebate from \$85 up to \$90	Completed	Rebate amended via the 2024/25 Budget.
Extension of Melton Pound operational hours to a full day and to extended hours on weekend	Completed	Extended operating hours at the Pound commenced on 1 July 2024 and has resulted in a 50% increase of visitors.
Development of a business case feasibility study for Aboriginal Controlled Community Hub within the City of Melton	Ongoing	Progress on this action is pending a community group initiating a response.

Service Budgets

The following statement provides information in relation to the services funded in the 2024/25 budget and the persons or sections of the community who are provided the service.

SERVICE	DESCRIPTION	NET COST
		- ACTUAL - BUDGET - VARIANCE (\$000)
Finance	Provision of financial services to both internal and external customers including the management of Council's finances, raising and collection of rates and charges and property valuation.	(\$359,774)
		(\$325,118)
		\$34,656
Technology	Provision of leadership, support and improvement capability in the area of information and technology so that the organisation can deliver effective services.	\$26,393
		\$22,567
		(\$3,826)
People and Safety	Provision of human resources, learning and development payroll, industrial relations. Provides occupational health and safety programs, workers' compensation services, health and wellbeing initiatives.	\$3,751
		\$3,971
		\$220
Communications	The Communications function delivers media liaison, web platforms, strategic communications, communication plans, and produces publications and electronic communications for the community, Councillors and the organisation.	\$1,799
		\$1,766
		(\$33)
Customer Experience	Strives to continuously improve services by ensuring they meet customer needs and expectations while enhancing customer experiences and streamlining processes. This service manages our frontline customer support team, including the call centre, online enquires and three customer service centres at the Melton Civic Centre, Caroline Springs and Melton Library and Learning Hubs. Additionally, the service provides Council-wide support for customer experience service design and improvement, community consultation and engagement, and employee and customer experience insights and analytics.	\$2,824
		\$2,740
		(\$84)
Transformation Program	The workplace transformation program's purpose is to deliver on our community vision, through the empowerment of our people and the pursuit of excellence in all that we do. The program is underpinned by key delivery streams that focus on leadership specialising in project, change and business process management.	\$819
		\$536
		(\$283)
Commercial Strategy	Leads Council's approach to identifying alternate revenue opportunities and maximising value from its commercial assets, partnerships and major projects. Provide strategic advice, financial and economic modelling, and negotiation strategies and frameworks to support ongoing sustainable revenue growth.	\$507
		\$25
		(\$482)
Executive and Councillors	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Executive Management Team and associated support which cannot be easily attributed to the direct service provision areas. Responsible for providing strategic direction and operational leadership of Council and its results.	\$4,999
		\$7,088
		\$2,088
Governance	Provision of a range of internal services to Council including governance, legal, contractual and internal audit services. Also, administrative support to the Mayor and Councillors. Provides risk management services and fraud and corruption control. Also includes the Advocacy and Government Relations service.	\$5,981
		\$5,477
		(\$503)
Procurement	Provision of procurement, credit cards, fleet management and insurance services to both internal and external customers including strategic sourcing, frameworks, policies and procedures, compliance and capability development.	\$1,231
		\$2,968
		\$621
Organisational Performance	Provision of Council's Corporate Planning and Performance functions including supporting the development and revision of the Council and Wellbeing Plan, Annual Report and the provision of Council's non-financial end-of-year reporting, inclusive of annual action plan, Council and Wellbeing Plan measures of success, reporting on the Local Government Performance Reporting Framework and Council budget submissions.	\$407
		\$602
		\$195

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Service Performance Indicators and Measures

The following table outlines the results of the prescribed service performance indicators and measures including explanation of material variations.

SERVICE/INDICATOR/MEASURE	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	RESULT 30 JUNE 2024	RESULT 30 JUNE 2025	MATERIAL VARIATIONS
Governance					
Transparency G1 Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	22.5%	19.8%	29.3%	27.1%	Sixty-five out of 240 decisions were made in closed session which equals 27% of total decisions made at Council Meetings from July 2024 - June 2025, a reduction of 2.17% on the previous result.
Consultation and engagement G2 Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement Source: Metropolis Community Satisfaction Survey	65	70	69	70	The 2024/25 result has marginally increased in comparison to that of 2023/24 and is significantly higher than the set target which indicates the community is increasingly satisfied with Council's community consultation and engagement. Based on results over the past years, the target will be reviewed for future years.
Attendance G3 Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting/ (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x100	96.7%	92.6%	86.1%	86.7%	The actuals figure is displaying incorrectly as there were 9 Councillors elected at the general election in 2020, which was applicable for Council Meetings held Jul-Oct 2024. This increased to 10 Councillors elected at the last general election held October 2024; applicable for Council Meetings held in Jan - Jun 2025. Therefore, 44 Councillors attended Council Meetings for Jan - Jun 2025 out of a possible 50. This figure is inclusive of Councillors who did not attend a Council Meeting, but who had been granted a leave of absence by Council for that period.
Service cost G4 Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$60,615.90	\$65,600.78	\$63,037.26	\$62,445.08	This includes costs for 10 Councillors following the general election, inclusive of three new Councillors. There has been a small decrease on the previous results.
Satisfaction G5 Satisfaction with Council decisions Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community Source: Metropolis Community Satisfaction Survey	65	70	70	70	The 2024/25 result remains the same as results from the previous two years and indicates the community is generally satisfied with the decisions that Council makes.



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Victorian Local Government Indicators

The Victorian Government requires all Victorian councils to measure and annually report against 11 Victorian Local Government Indicators (VLGI). These indicators provide information regarding expenditure, cost of services and infrastructure provision, customer satisfaction and governance.

The following table presents our results of the VLGI's for the 2024/25 year.

INDICATORS	CALCULATION	2024/25	2023/24
1 Average rates and charges per assessment	Total rates and charges receivable at the beginning of the year / number of assessments in the adopted budget	\$2,170	\$2,104
2 Average residential rates and charges per assessment	Rates and charges declared for residential assessments receivable at the beginning of the year / number of residential assessments in the adopted budget	\$1,454	\$1,933
3 Average liabilities per assessment	Total liabilities / number of assessments in the adopted budget	\$1,265	\$1,681
4 Operating result per assessment	Net surplus / number of assessments in the adopted budget	\$4,179	\$3,550
5 Average operating expenditure per assessment	Operating expenditure / number of assessments in the adopted budget	\$2,960	\$3,165
6 Community satisfaction rating for overall performance generally of Council	Result from the annual Melton Council Community Satisfaction Survey*	72	70
7 Average capital expenditure per assessment	Capital expenditure / number of assessments in the adopted budget	\$2,518	\$1,378
8 Renewal gap	Capital renewal / average annual asset consumption	4%	31%
9 Renewal and maintenance gap	Capital renewal and maintenance / average annual asset consumption planned maintenance	7%	35%
10 Community satisfaction rating for Council's advocacy and community representation on key local issues	Result from the annual Melton Council Community Satisfaction Survey*	70	70
11 Community satisfaction rating for Council's engagement in decision making on key local issues	Result from the annual Melton Council Community Satisfaction Survey*	70	70

*These indicators are also included in the Local Government Performance Reporting Framework (LGPRF).

Development Contributions Plan Report

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development.

Table 1 – Total DCP levies received in the 2024/25 financial year

DCP NAME AND YEAR APPROVED	LEVIES RECEIVED IN 2024/25 FINANCIAL YEAR (\$)
Diggers Rest (2012)	\$984,411.73
Melton North (2010)	\$1,114,187.07
Rockbank North (2012)	\$17,504.00
Taylors Hill West (2010)	\$1,866.00
Toolern (2011)	\$15,179,461.37
Paynes Road	\$118,692.00
Toolern Park (2014)	\$95,700.00
TOTAL	\$17,511,822.17

* Levies include DIL and CIL



Table 2 – DCP land, works, services or facilities accepted as works-in-kind in the 2024/25 financial year

DCP NAME AND YEAR APPROVED	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE (\$)
Melton North (2010)	TR03	Off-road trail (2.5m wide x 211m length) along Little Blind Creek within precinct	Shared Path – Construction of the shared path was required as part of works associated with PA2017/5930 for a residential subdivision at Little Creek estate.	\$52,085.02
Rockbank North (2012)	OS04	Active Playing Fields: Land and construction of 4 soccer fields, including drainage, lighting, car parking and associated landscape works.	Active Playing Fields – Construction of soccer fields including drainage, lighting, car park, landscaping was required as part of works associated with s173 Agreement for a residential subdivision at Woodlea estate.	\$4,778,899.00
Rockbank North (2012)	OS05	Active Playing Fields 2 Pavilion: Construction of sports pavilion.	Active Playing Fields – Construction of sports pavilion was required as part of works associated with s173 Agreement for a residential subdivision at Woodlea estate.	\$2,879,101.00
Rockbank North (2012)	OS04	Active Playing Fields: Purchase of land for active open space.	Active Playing Fields – Land acquisition was required as part of works associated with PA2022/7876 for a residential subdivision at Woodlea estate.	\$20,709,000.00
Rockbank North (2012)	RD03	Intersection: Construction of an interim signalised T-intersection at the intersection of the north south arterial (Leakes Road) and the east-west arterial (Taylors Road).	Intersection – Construction of an intersection was required as part of works associated with PA2015/5010 for a residential subdivision at Woodlea estate.	\$517,030.58
Toolern (2011)	OS04	Purchase of 8.62 hectares of land for active open space required for AR07 and AR08.	Active Open Space – Land acquisition was required as part of works associated with PA2022/7933 for a residential subdivision at Atherstone (Merevale Walk) estate.	\$11,122,041.76
Toolern (2011)	RD11	Mount Cottrell Road: Purchase land including native vegetation re-alignment to increase reserve width from 20 metres to 45 metres for 2,190 metres (ultimate).	Mount Cottrell Road – Land acquisition was required as part of works associated with PA2020/7046 for a residential subdivision at Key West estate.	\$675,000.00
Toolern (2011)	RD12	Mount Cottrell Road: Purchase land (including native vegetation re-alignment) to increase reserve width from 20 metres to 45 metres for 1,680 metres (ultimate).	Mount Cottrell Road – Land acquisition was required as part of works associated with PA2020/6946 for a residential subdivision at Cobblebank Business Park estate.	\$175,000.00
Rockbank (August 2016)	IT02A	Intersection: Greigs Road and Troups Road North Purchase of land within precinct to facilitate IT01B (ultimate standard).	Greigs Road and Troups Road North – Land acquisition was required as part of works associated with PA2017/5712 for a residential subdivision at Bridgefield estate.	\$40,000.00
Rockbank (August 2016)	IT-05A	Intersection: Rockbank Road and Toolern Road Purchase of land within precinct to facilitate IT05B (ultimate standard).	Rockbank Road and Toolern Road – Land acquisition was required as part of works associated with PA2018/6212 for a residential subdivision at Rosehill estate.	\$1,237,241.96
Rockbank (August 2016)	RD-03A	Rockbank Road: Greigs Road (IT04) to Toolern Road (IT05) Purchase of land to facilitate RD03B within a 41-metre road reserve (ultimate standard).	Greigs Road and Toolern Road – Land acquisition was required as part of works associated with PA2018/6212 for a residential subdivision at Rosehill estate.	\$686,218.26
TOTAL				\$42,871,617.58

Table 3 – Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

DCP NAME AND YEAR APPROVED	TOTAL LEVIES RECEIVED (\$)	TOTAL LEVIES EXPENDED (\$)	TOTAL WORKS-IN-KIND ACCEPTED (\$)	TOTAL DCP CONTRIBUTIONS RECEIVED (LEVIES AND WORKS-IN-KIND) (\$)
Rockbank (August 2016)	\$2,591,358.96	\$7,078,218.51	\$1,963,460.22	\$4,554,819.18
TOTAL	\$2,591,358.96	\$7,078,218.51	\$1,963,460.22	\$4,554,819.18

Table 4 – Land, works, services or facilities delivered in the 2024/25 financial year from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Diggers Rest Community Centre Construction of Child Health and meeting spaces.	CI01	Diggers Rest (2012)	\$141,774.21	\$0.00	\$0.00	\$0.00	\$141,774.21	0.89%
Rockbank North Sports Reserve (Active Playing Fields 2) Construction of 4 soccer fields, including drainage, lighting, car parking and associated landscape works.	OS04	Rockbank North (2012)	\$0.00	\$4,778,899.00	\$2,726,748.72	\$2,156,944.02	\$9,662,591.74	60.33%
Rockbank North Sports Reserve (Active Playing Fields 2) Construction of sports pavilion.	OS05	Rockbank North (2012)	\$0.00	\$2,879,101.00	\$1,642,760.18	\$1,299,474.98	\$5,821,336.16	100.00%
Weir Views East Sports Reserve (Active Playing Fields 2) Construction of 2 soccer pitches.	AR03	Toolern (2011)	\$66,305.93	\$0.00	\$0.00	\$0.00	\$66,305.93	0.83%
Weir Views East Sports Reserve (Active Playing Fields 2) Construction of pavilion to serve Playing Fields 2.	AR04	Toolern (2011)	\$32,743.67	\$0.00	\$0.00	\$0.00	\$32,743.67	0.83%
Weir Views Childrens and Community Centre Construction of Early Learning Facility with Government Primary School (Community Hub 1) including car parking and landscaping. Type 1 facility (higher order) to provide for kindergarten and maternal child health components.	CI03	Toolern (2011)	\$2,303,030.96	\$0.00	\$2,061,205.16	\$4,860,000.00	\$9,224,236.12	49.04%
Pedestrian Bridge over Toolern Creek, Strathtulloh Construction of Shared Use Pedestrian Bridge (No.5). Bridge over Toolern Creek, incorporating abutments and lighting (3 metre wide timber structure, deck length 30 metres).	BD13	Toolern (2011)	\$84,970.92	\$0.00	\$0.00	\$0.00	\$84,970.92	4.05%
Land Acquisition – Active Open Space Reserve Purchase of 7.90 hectares of land for active open space required for AR13 and AR14.	OS07	Toolern (2011)	\$7,075,443.04	\$0.00	\$4,921.84	\$0.00	\$7,080,364.88	34.43%

Continued on following page

Continued:

Table 4 – Land, works, services or facilities delivered in the 2024/25 financial year from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Land Acquisition – Mount Cottrell Road and Shogaki Drive Purchase of land for an intersection.	IT10	Toolern (2011)	\$455,824.02	\$0.00	\$197,630.00	\$0.00	\$653,454.02	100.00%
Land Acquisition – Shogaki Drive and Collector Street Purchase of land for an intersection.	IT12	Toolern (2011)	\$1,111,675.98	\$0.00	\$481,985.39	\$0.00	\$1,593,661.37	89.07%
Land Acquisition – Ferris Road and Shogaki Drive Purchase of land for an intersection.	IT13	Toolern (2011)	\$240,125.70	\$0.00	\$104,110.44	\$0.00	\$344,236.14	66.51%
Land Acquisition Purchase of land for an intersection.	IT29	Toolern (2011)	\$11,599.16	\$0.00	\$5,029.01	\$0.00	\$16,628.17	41.71%
Land Acquisition – Shogaki Drive Purchase of land for a road widening (Ferris Road to Mount Cottrell Road (Western Half)).	RD14	Toolern (2011)	\$222,688.54	\$0.00	\$96,550.28	\$0.00	\$319,238.82	72.48%
Land Acquisition – Shogaki Drive Purchase of land for a road widening (Ferris Road to Mount Cottrell Road (Eastern half)).	RD19	Toolern (2011)	\$1,533,086.59	\$0.00	\$664,694.89	\$0.00	\$2,197,781.48	55.44%
Land Acquisition – Ferris Road Purchase of land for a road widening (Melbourne Ballarat Rail Line to East West Arterial).	RD21	Toolern (2011)	\$506,647.11	\$0.00	\$352.44	\$0.00	\$506,999.55	8.32%
Land Acquisition – Ferris Road Purchase of land for a road widening (Melbourne Ballarat Rail Line to East West Arterial).	RD21	Toolern (2011)	\$548,437.50	\$0.00	\$0.00	\$0.00	\$548,437.50	8.48%
Thornhill Park Sports Reserve (Active Open Space) Construction.	AR17	Paynes Road	\$64,691.81	\$0.00	\$0.00	\$0.00	\$64,691.81	0.43%
Thornhill Park Sports Reserve (Active Open Space) Construction of pavilion.	AR18	Paynes Road	\$13,356.14	\$0.00	\$0.00	\$0.00	\$13,356.14	0.43%
Paynes Road Community Centre – construction.	CI-21B	Paynes Road	\$958,589.51	\$0.00	\$0.00	\$0.00	\$958,589.51	6.39%
Rockbank East Childrens and Community Centre Construction of a multi-purpose community centre (Level 1) at Rockbank East Community Hub, including community rooms and additional facilities to cater for childcare and maternal child health.	CI01B	Rockbank (August 2016)	\$462,790.39	\$0.00	\$0.00	\$0.00	\$462,790.39	3.09%
Land Acquisition – Rockbank Road and RB East West Road 1 Purchase of land for an intersection to facilitate IT09B (ultimate standard).	IT09A	Rockbank (August 2016)	\$6,615,428.12	\$0.00	\$554,018.00	\$0.00	\$7,169,446.12	92.87%
			\$22,449,209.31	\$7,658,000.00	\$8,540,006.34	\$8,316,419.00	\$46,963,634.65	

Infrastructure Contributions Plan Report

Table 1 – Total ICP monetary component received in the 2024/25 financial year

NAME OF COLLECTING AGENCY	NAME OF ICP	MONETARY COMPONENT IN LEVIES RECEIVED IN 2024/25 FINANCIAL YEAR (\$)	VALUE OF WORKS IN KIND RECEIVED IN SATISFACTION OF MONETARY COMPONENT IN 2024/25 FINANCIAL YEAR (\$)	TOTAL MONETARY CONTRIBUTION RECEIVED IN 2024/25 FINANCIAL YEAR (\$)
Melton City Council	Plumpton & Kororoit (2018)	\$20,819,116.58	\$0.00	\$20,819,116.58
Melton City Council	Mt Atkinson (2016)	\$11,013,238.68	\$35,608,192.89	\$46,621,431.57
TOTAL		\$31,832,355.26	\$35,608,192.89	\$67,440,548.15



Table 2 – Inner public purpose land received in the 2024/25 financial year

NAME OF COLLECTING AGENCY	NAME OF ICP	LAND (OR PROJECT ID)	LAND (OR PROJECT) DESCRIPTION
Melton City Council	Plumpton & Kororoit (2018)	LP-09	Local Park: Purchase of land.
Melton City Council	Plumpton & Kororoit (2018)	LP-12	Local Park: Purchase of land.
Melton City Council	Plumpton & Kororoit (2018)	LP-18	Local Park: Purchase of land.
Melton City Council	Plumpton & Kororoit (2018)	LP-20	Local Park: Purchase of land.
Melton City Council	Plumpton & Kororoit (2018)	LP-40	Local Park: Purchase of land.
Melton City Council	Plumpton & Kororoit (2018)	SR-01	Plumpton North Sports Reserve: Purchase of land for a future sports reserve and tennis / multi -purpose hard courts.
Melton City Council	Plumpton & Kororoit (2018)	SR-03	Plumpton Sports Reserve: Purchase of land for a future sports reserve.
Melton City Council	Plumpton & Kororoit (2018)	IN-01	Intersection: Hopkins Road and Melton Highway Purchase of land for intersection at an ultimate standard.
Melton City Council	Plumpton & Kororoit (2018)	IN-02	Intersection: North-South Connector Road 2 and Melton Highway Purchase of land for intersection at an ultimate standard.
Melton City Council	Plumpton & Kororoit (2018)	IN-04	Intersection: Hopkins Road and East-West Connector Road 1 Purchase of land for intersection at an ultimate standard.
Melton City Council	Plumpton & Kororoit (2018)	IN-09	Intersection: North-South Connector Road 3 and Tarleton Road Purchase of land for intersection at an ultimate standard.
Melton City Council	Plumpton & Kororoit (2018)	IN-13	Intersection: Plumpton Road and Taylors Road Purchase of land for intersection at an ultimate standard.
Melton City Council	Plumpton & Kororoit (2018)	IN-15	Intersection: Sinclairs Road and Taylors Road Purchase of land for intersection at an ultimate standard.
Melton City Council	Plumpton & Kororoit (2018)	IN-18	Intersection: Hopkins Road and East-West Connector Road 5 Purchase of land for intersection at an ultimate standard.
Melton City Council	Plumpton & Kororoit (2018)	IN-19	Intersection: Hopkins Road and Reed Court Purchase of land for intersection at an ultimate standard.
Melton City Council	Plumpton & Kororoit (2018)	IR-02	Deanside Indoor Recreation Facility Centre Indoor Recreation Centre: Purchase of land.
Melton City Council	Plumpton & Kororoit (2018)	RD-18	Hopkins Road: Purchase of land for a 41m road section 41m (ultimate standard).
Melton City Council	Mt Atkinson (2016)	OS21	Local Park: Purchase of land.
Melton City Council	Mt Atkinson (2016)	OS27	Local Park: Purchase of land.
Melton City Council	Mt Atkinson (2016)	IT-10	Signalised intersection – Mt Atkinson Road / east-west connector road: Purchase of land (ultimate treatment) for secondary arterial to connector road 4-way signalised intersection (interim treatment).
Melton City Council	Mt Atkinson (2016)	IT-11	Signalised intersection – Riding Boundary Road / north-south connector road: Purchase of land (ultimate treatment) for secondary arterial to connector road 3-way signalised intersection (interim treatment).
Melton City Council	Mt Atkinson (2016)	IT-12	Signalised intersection – Riding Boundary Road / Mt Atkinson Road. Purchase of land (ultimate treatment) for secondary arterial to secondary arterial 4-way signalised intersection (interim treatment).

Table 3 – Total Land Equalisation Amount (LEA) received, and Land Credit Amount (LCA) paid in the 2024/25 financial year

NAME OF COLLECTING AGENCY	NAME OF ICP	TOTAL OF ANY LEAs RECEIVED IN 2024/25 FINANCIAL YEAR (\$)	TOTAL OF ANY LCAs PAID IN 2024/25 FINANCIAL YEAR (\$)
Melton City Council	Plumpton & Kororoit (2018)	\$9,538,622.55	\$52,250,768.09
Melton City Council	Mt Atkinson (2016)	\$7,516,735.27	\$667,302.81
TOTAL		\$17,055,357.82	\$52,918,070.90

Table 4 – ICP works, services or facilities accepted as works-in-kind in the 2024/25 financial year

NAME OF COLLECTING AGENCY	NAME OF ICP	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE (\$)
Melton City Council	Mt Atkinson (2016)	RD-01	Greigs Road: Outer Metropolitan Ring Road (OMR) to north-south connector road (IT-05). Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment) within the existing Greigs Road reserve	Greigs Road – Construction of an arterial road was required as part of works associated with PA2017/5931 for a residential subdivision at Grandview estate.	\$1,150,861.73
Melton City Council	Mt Atkinson (2016)	RD-02	Greigs Road: North-south connector road (IT-05) to Mt Atkinson Road (IT-06). Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment)	Greigs Road – Construction of an arterial road was required as part of works associated with PA2017/5931 for a residential subdivision at Grandview estate.	\$5,376,884.16
Melton City Council	Mt Atkinson (2016)	RD-03	Greigs Road: Mt Atkinson Road (IT-06) to north-south connector Road (IT-07). Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment)	Greigs Road – Construction of an arterial road was required as part of works associated with PA2017/5931 for a residential subdivision at Grandview estate.	\$260,950.17
Melton City Council	Mt Atkinson (2016)	IT-05	Signalised intersection – Greigs Road / north-south connector road. Construction of secondary arterial to connector road 4-way signalised intersection (interim treatment)	Construction of an intersection was required as part of works associated with PA2017/5931 for a residential subdivision at Grandview estate.	\$1,966,405.16
Melton City Council	Mt Atkinson (2016)	IT-06	Signalised intersection – Greigs Road / Mt Atkinson Road. Construction of secondary arterial and connector road to secondary arterial 4-way signalised intersection (interim treatment)	Construction of an intersection was required as part of works associated with PA2017/5931 for a residential subdivision at Grandview estate.	\$3,192,847.53
Melton City Council	Mt Atkinson (2016)	RD-08	Mt Atkinson Road: East-west connector road (IT-10) to Riding Boundary Road (IT-12). Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment)	Mt Atkinson Road – Construction of an arterial road was required as part of works associated with PA2021/7761 for a industrial subdivision at Grandview estate.	\$976,083.84
Melton City Council	Mt Atkinson (2016)	RD-09	Riding Boundary Road: North-south connector road (IT-11) to Mt Atkinson Road (IT-12). Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment)	Riding Boundary Road – Construction of an arterial road was required as part of works associated with PA2021/7761 for a industrial subdivision at Grandview estate.	\$2,242,916.06
Melton City Council	Mt Atkinson (2016)	RD-10	Riding Boundary Road: Mt Atkinson Road (IT-12) north-south connector road (IT-13). Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment)	Riding Boundary Road – Construction of an arterial road was required as part of works associated with PA2021/7761 for a industrial subdivision at Grandview estate.	\$3,312,454.73
Melton City Council	Mt Atkinson (2016)	RD-11	Riding Boundary Road: North-south connector road (IT-13) to Hopkins Road (IT-14). Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment)	Riding Boundary Road – Construction of an arterial road was required as part of works associated with PA2021/7761 for a industrial subdivision at Grandview estate.	\$1,335,490.37
Melton City Council	Mt Atkinson (2016)	IT-11	Signalised intersection – Riding Boundary Road / north-south connector road. Construction of secondary arterial to connector road 3-way signalised intersection (interim treatment)	Construction of an intersection was required as part of works associated with PA2021/7761 for a industrial subdivision at RBR Hub estate.	\$6,168,673.04
Melton City Council	Mt Atkinson (2016)	IT-12	Signalised intersection – Riding Boundary Road / Mt Atkinson Road. Construction of a secondary arterial to secondary arterial 4-way signalised intersection (interim treatment)	Construction of an intersection was required as part of works associated with PA2021/7761 for a industrial subdivision at RBR Hub estate.	\$5,052,557.50
Melton City Council	Mt Atkinson (2016)	RD-07	Mt Atkinson Road: East-west connector boulevard (IT-09) to east-west connector road (IT-10). Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment)	Mt Atkinson Road – Construction of an arterial road was required as part of works associated with PA2021/7761 for a industrial subdivision at Grandview estate.	\$1,629,618.70
Melton City Council	Mt Atkinson (2016)	IT-10	Signalised intersection – Mt Atkinson Road / east-west connector road – Construction of secondary arterial to connector road 4-way signalised intersection (interim treatment)	Construction of an intersection was required as part of works associated with PA2021/7761 for a industrial subdivision at RBR Hub estate.	\$2,942,449.90
Total					\$35,608,192.89

Table 5 – Total ICP monetary contributions expended by development agency in the 2024/25 financial year

NAME OF DEVELOPMENT AGENCY	NAME OF ICP	PROJECT ID	PROJECT DESCRIPTION	ICP MONEY EXPENDED (\$)	PERCENTAGE OF PROJECT DELIVERED
Melton City Council	Plumpton & Kororoit (2018)	IN-14	Intersection: Hopkins Road and Taylors Road Construction of primary arterial to primary arterial signalised 4-way intersection (interim standard) and habitat compensation obligations.	\$377,667.83	4.15%
Melton City Council	Plumpton & Kororoit (2018)	IN-15	Intersection: Sinclairs Road and Taylors Road Construction of connector road to primary arterial signalised 4-way intersection (interim standard) and habitat compensation obligations.	\$402,895.75	54.93%
Melton City Council	Plumpton & Kororoit (2018)	IN-19	Intersection: Hopkins Road and Reed Court Construction of connector road to primary arterial signalised 4-way intersection (interim standard) and habitat compensation obligations.	\$360,232.11	5.63%
Melton City Council	Plumpton & Kororoit (2018)	RD-18	Hopkins Road: East-West Road 5 (IN-18) to Reed Court (IN-19) Construction of a 2-lane arterial road (interim standard).	\$22,066.73	0.64%
Melton City Council	Plumpton & Kororoit (2018)	RD-20	Hopkins Road: Hopkins Road Bridge (BR-02) to East-West Road 6 (IN-20) Construction of a 2-lane arterial road (interim standard).	\$100,775.99	2.08%
Melton City Council	Plumpton & Kororoit (2018)	BR-02	Hopkins Road Bridge Construction of a primary arterial road bridge (interim standard) over the Kororoit Creek in accordance with Growling Grass Frog Conservation Area requirements.	\$921,020.25	5.85%
Melton City Council	Plumpton & Kororoit (2018)	CI-01	Plumpton Community Centre & Neighbourhood House Construction of a multi-purpose community centre (Level 2) and neighbourhood house facilities. This may include community rooms, kindergarten and maternal health, youth space, additional classroom space and specialist facilities.	\$5,965,611.82	99.75%
Melton City Council	Plumpton & Kororoit (2018)	CI-05	Deanside Community Centre & Neighbourhood House Construction of a multi-purpose community centre (Level 2) and neighborhood house facilities. This will include community rooms, childcare and maternal health, youth space, additional classroom space and specialist facilities.	\$478,272.15	3.19%
Melton City Council	Plumpton & Kororoit (2018)	SR-01	Plumpton North Sports Reserve Construction of a sports reserve incorporating: Playing surfaces and car parks, including all construction works, landscaping and related infrastructure. Playground including play space, youth space, picnic and BBQ. Pavilion to serve the Plumpton North sports reserve, including all building works, landscaping and related infrastructure. Tennis/multi-purpose hard courts incorporating 6 courts with lighting and parking, including all construction works, landscaping and related infrastructure.	\$37,166.56	0.30%
Melton City Council	Plumpton & Kororoit (2018)	SR-06	Deanside Sports Reserve Construction of a sports reserve incorporating: Playing surfaces and car parks, including all construction works, landscaping and related infrastructure. Playground including large play space, youth space, picnic and BBQ. Pavilion to serve the Deanside sports reserve, including all building works, landscaping and related infrastructure.	\$50,172.42	0.69%
Melton City Council	Mt Atkinson (2016)	OS-03	Mt Atkinson East Sports Reserve Construction of a sports reserve incorporating playing surfaces and car parks, including all construction works, landscaping and related infrastructure. Construction of a pavilion to serve the Mt Atkinson East sports reserve, including all building works, landscaping and related infrastructure.	\$0.00	0.47%
TOTAL				\$8,715,881.61	

Table 6 – Use and development of inner public purpose land or outer public purpose land which has vested in, been acquired by or been transferred to, the development agency in the 2024/25 financial year

NAME OF DEVELOPMENT AGENCY	NAME OF ICP	PROJECT ID	PROJECT DESCRIPTION	USE AND DEVELOPMENT OF LAND
Melton City Council	Plumpton & Kororoit (2018)	LP-09	Local Park Purchase of land.	Land for a local park
Melton City Council	Plumpton & Kororoit (2018)	LP-12	Local Park Purchase of land.	Land for a local park
Melton City Council	Plumpton & Kororoit (2018)	LP-18	Local Park Purchase of land.	Land for a local park
Melton City Council	Plumpton & Kororoit (2018)	LP-20	Local Park Purchase of land.	Land for a local park
Melton City Council	Plumpton & Kororoit (2018)	LP-40	Local Park Purchase of land.	Land for a local park
Melton City Council	Plumpton & Kororoit (2018)	SR-01	Plumpton North Sports Reserve. Purchase of land for a future sports reserve and tennis / multi-purpose hard courts.	Land for a sports reserve
Melton City Council	Plumpton & Kororoit (2018)	SR-03	Plumpton Sports Reserve Purchase of land for a future sports reserve.	Land for a sports reserve
Melton City Council	Plumpton & Kororoit (2018)	IN-01	Intersection: Hopkins Road and Melton Highway Purchase of land for intersection at an ultimate standard.	Road widening for an intersection
Melton City Council	Plumpton & Kororoit (2018)	IN-02	Intersection: North-South Connector Road 2 and Melton Highway Purchase of land for intersection at an ultimate standard.	Road widening for an intersection
Melton City Council	Plumpton & Kororoit (2018)	IN-04	Intersection: Hopkins Road and East-West Connector Road 1 Purchase of land for intersection at an ultimate standard.	Road widening for an intersection
Melton City Council	Plumpton & Kororoit (2018)	IN-09	Intersection: North-South Connector Road 3 and Tarleton Road Purchase of land for intersection at an ultimate standard.	Road widening for an intersection
Melton City Council	Plumpton & Kororoit (2018)	IN-13	Intersection: Plumpton Road and Taylors Road Purchase of land for intersection at an ultimate standard.	Road widening for an intersection
Melton City Council	Plumpton & Kororoit (2018)	IN-15	Intersection: Sinclairs Road and Taylors Road Purchase of land for intersection at an ultimate standard.	Road widening for an intersection
Melton City Council	Plumpton & Kororoit (2018)	IN-18	Intersection: Hopkins Road and East-West Connector Road 5 Purchase of land for intersection at an ultimate standard.	Road widening for an intersection
Melton City Council	Plumpton & Kororoit (2018)	IN-19	Intersection: Hopkins Road and Reed Court Purchase of land for intersection at an ultimate standard.	Road widening for an intersection
Melton City Council	Plumpton & Kororoit (2018)	IR-02	Deanside Indoor Recreation Facility Centre Indoor Recreation Centre Purchase of land.	Land for an indoor recreation centre
Melton City Council	Plumpton & Kororoit (2018)	RD-18	Hopkins Road Purchase of land for a 41m road section 41m (ultimate standard).	Road widening for a road
Melton City Council	Mt Atkinson (2016)	OS21	Local Park Purchase of land.	Land for a sports reserve
Melton City Council	Mt Atkinson (2016)	OS27	Local Park Purchase of land.	Land for a sports reserve
Melton City Council	Mt Atkinson (2016)	IT-10	Signalised intersection – Mt Atkinson Road / east-west connector road. Purchase of land (ultimate treatment) for secondary arterial to connector road 4-way signalised intersection (interim treatment).	Road widening for an intersection
Melton City Council	Mt Atkinson (2016)	IT-11	Signalised intersection – Riding Boundary Road / north-south connector road. Purchase of land (ultimate treatment) for secondary arterial to connector road 3-way signalised intersection (interim treatment).	Road widening for an intersection
Melton City Council	Mt Atkinson (2016)	IT-12	Signalised intersection – Riding Boundary Road / Mt Atkinson Road. Purchase of land (ultimate treatment) for secondary arterial to secondary arterial 4-way signalised intersection (interim treatment).	Road widening for an intersection

Table 7 – Use of works, services or facilities accepted as works-in-kind in the 2024/25 financial year

NAME OF DEVELOPMENT AGENCY	NAME OF ICP	PROJECT ID	PROJECT DESCRIPTION	USE OF LAND
Melton City Council	Mt Atkinson (2016)	RD-01	Greigs Road: Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment) within the existing Greigs Road reserve.	Greigs Road - Construction of an arterial road was required as part of works associated with PA2017/5931 for a residential subdivision at Grandview estate.
Melton City Council	Mt Atkinson (2016)	RD-02	Greigs Road: Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment).	Land acquisition of RD-02 was required for the purpose of a road construction as part of works associated with PA2017/5931 for a residential subdivision at Grandview estate.
Melton City Council	Mt Atkinson (2016)	RD-03	Greigs Road: Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment).	Land acquisition of RD-03 was required for the purpose of a road construction as part of works associated with PA2017/5931 for a residential subdivision at Grandview estate.
Melton City Council	Mt Atkinson (2016)	RD-07	Mt Atkinson Road: Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment).	Land acquisition of RD-07 was required for the purpose of a road construction as part of works associated with PA2021/7761 for an industrial subdivision at RBR Hub estate.
Melton City Council	Mt Atkinson (2016)	RD-08	Mt Atkinson Road: Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment).	Land acquisition of RD-08 was required for the purpose of a road construction as part of works associated with PA2021/7761 for an industrial subdivision at RBR Hub estate.
Melton City Council	Mt Atkinson (2016)	RD-09	Riding Boundary Road: Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment).	Riding Boundary Road - Construction of an arterial road was required as part of works associated with PA2021/7761 for an industrial subdivision at RBR Hub estate.
Melton City Council	Mt Atkinson (2016)	RD-10	Riding Boundary Road: Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment).	Land acquisition of RD-10 was required for the purpose of a road construction as part of works associated with PA2021/7761 for an industrial subdivision at RBR Hub estate.
Melton City Council	Mt Atkinson (2016)	RD-11	Riding Boundary Road: Construction of an arterial road (4 lanes) comprising 2 lane carriageway, excluding intersections (interim treatment).	Land acquisition of RD-11 was required for the purpose of a road construction as part of works associated with PA2021/7761 for an industrial subdivision at RBR Hub estate.
Melton City Council	Mt Atkinson (2016)	IT-05	Signalised intersection: Greigs Road / north-south connector road. Construction of secondary arterial to connector road 4-way signalised intersection (interim treatment).	Land acquisition of IT-05 was required for the purpose of construction of an intersection as part of works associated with PA2017/5931 for a residential subdivision at Grandview estate.
Melton City Council	Mt Atkinson (2016)	IT-06	Signalised intersection: Greigs Road / Mt Atkinson Road. Construction of secondary arterial and connector road to secondary arterial 4-way signalised intersection (interim treatment).	Land acquisition of IT-06 was required for the purpose of construction of an intersection as part of works associated with PA2017/5931 for a residential subdivision at Grandview estate.
Melton City Council	Mt Atkinson (2016)	IT-10	Signalised intersection: Mt Atkinson Road / east-west connector road. Construction of secondary arterial to connector road 4-way signalised intersection (interim treatment).	Land acquisition of IT-10 was required for the purpose of an intersection as part of works associated with PA2021/7761 for an industrial subdivision at RBR Hub estate.
Melton City Council	Mt Atkinson (2016)	IT-11	Signalised intersection: Riding Boundary Road / north-south connector road. Construction of secondary arterial to connector road 3-way signalised intersection (interim treatment).	Land acquisition of IT-11 was required for the purpose of an intersection as part of works associated with PA2021/7761 for an industrial subdivision at RBR Hub estate.
Melton City Council	Mt Atkinson (2016)	IT-12	Signalised intersection: Riding Boundary Road / Mt Atkinson Road. Construction of a secondary arterial to secondary arterial 4-way signalised intersection (interim treatment).	Land acquisition of IT-12 was required for the purpose of an intersection as part of works associated with PA2021/7761 for an industrial subdivision at RBR Hub estate.

Table 8 – Expenditure of ICP land equalisation amounts in the 2024/25 financial year

NAME OF DEVELOPMENT AGENCY	NAME OF ICP	PROJECT ID	PROJECT DESCRIPTION	LAND EQUALISATION AMOUNTS EXPENDED (\$)
Nil	Nil	Nil	Nil	Nil
TOTAL				0.00

Glossary of terms related to the non-financial sections

Act	In terms of the Annual Report, means the <i>Local Government Act 1989</i>	Minister	means the Minister for Local Government
Annual Report	means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement	Performance statement	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the Annual Report
Appropriateness	means indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome	Planning and accountability framework	means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Budget	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan	Regulations	means the Local Government (Planning and Reporting) Regulations 2014
Council Plan	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year	Relevance	means indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved
Financial performance indicators	means a prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency	Report of operations	means a report containing a description of the operations of the council during the financial year and included in the Annual Report
Financial statements	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general-purpose financial reports and a statement of capital works and included in the Annual Report	Services	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community
Financial year	means the period of 12 months ending on 30 June each year	Service outcome indicators	means the prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved
Governance and Management Checklist	means a prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision making	Service performance indicators	means a prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes
Indicator	means what will be measured to assess performance	Strategic objectives	means the outcomes a council is seeking to achieve over the next four years and included in the council plan
Initiatives	means actions that are one-off in nature and/or lead to improvements in service	Strategic resource plan	means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. It is also referred to as a long-term financial plan
Major initiative	means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget	Strategies	means high level actions directed at achieving the strategic objectives in the council plan
Measure	means how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator	Sustainable capacity indicators	means a prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management

ANNUAL FINANCIAL REPORT



Performance Statement

For the year ended 30 June 2025

PERFORMANCE STATEMENT

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Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



Brandon Howard CPA
Principal Accounting Officer
Dated: 22 September 2025

In our opinion, the accompanying performance statement of the Melton City Council for the year ended 30 June 2025 presents fairly the results of the 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.



Cr Steve Abboushi
Mayor
Dated: 22 September 2025
232 High Street, Melton VIC



Cr Lara Carli
Deputy Mayor
Dated: 22 September 2025
232 High Street, Melton VIC



Roslyn Wai
Chief Executive Officer
Dated: 22 September 2025
232 High Street, Melton VIC

Section 1. Description of municipality

Located 19 kilometres northwest of Melbourne's CBD, the City of Melton is one of the fastest growing areas in Australia, projected to grow from 219,697 residents today to 455,980 by 2046. We have on average 86 families moving in, and 76 babies born in our city every week. More than 60,000 residents were born overseas and almost 70,000 residents speak a language other than English at home.

The City of Melton is an integral part of Melbourne's western growth corridor, connected to the State of Victoria's major freeways and airports, as well as the State's largest industrial hub and the Port of Melbourne.

The City of Melton is a community that is transforming into a bustling region where people aspire to build a home, raise a family, establish a business and pursue a career. Whilst much of what attracts people to our City stems from our proximity to Melbourne, new estates, and the beauty of our natural open spaces, it is in fact our community, our people and our values that make this great City, the place that people want to call home.

Section 2. Service Performance Indicators

For the year ended 30 June 2025

	Results					Comment	
	2022	2023	2024	2025	2025		
	Actual	Actual	Actual	Target as per budget	Actual		
Aquatic facilities							
Utilisation							
AF6	Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	1.00	1.61	1.82	N/A	1.63	Although slightly lower than previous result, visitation to aquatic facilities meets KPI targets in the facilities management contract for the financial year.
Animal management							
Health and safety							
AM7	Animal management prosecutions [Number of successful animal management prosecutions/Number of animal management prosecutions] x100	100%	100%	100%	N/A	100%	Six matters were heard and successfully prosecuted during the financial year ending 30 June 2025.
Food safety							
Health and safety							
F54	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%	0.00%	0.00%	N/A	0.00%	No notifications received during the financial year ending 30 June 2025.

Service Performance Indicators

For the year ended 30 June 2025

	Results					Comment
	2022	2023	2024	2025	2025	
	Actual	Actual	Actual	Target as per budget	Actual	
Governance						
Satisfaction						
<i>Satisfaction with community consultation and engagement (community satisfaction rating out of 100 with the consultation and engagement efforts of Council)</i>	65	70	69	64.96	70	The 2024/25 result is marginally increased in comparison to that of 2023/24, and is significantly higher than the set target which indicates the community is increasingly satisfied with Council's community consultation and engagement.
Libraries						
Participation						
<i>Library membership [percentage of the population that are registered library members] x100</i>	N/A	N/A	19.70%	N/A	23.07%	There has been a relatively small increase in library memberships, primarily as a result of significant population growth across the City.
Maternal and child health						
Participation						
<i>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</i>	55.98%	52.80%	53.20%	N/A	66.73%	The transition from a prioritised service model to a full service delivery model in Maternal and Child Health (MCH) services has led to a notable increase (14%) in participation. 9,612 children attended the MCH service at least once throughout the year and 14,404 children were enrolled in the MCH service.
Participation						
<i>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</i>	64.03%	80.04%	67.34%	N/A	86.73%	During the reporting period, participation in Maternal and Child Health (MCH) services by Aboriginal children increased, reflecting strengthened engagement with Aboriginal families. A key contributing factor was the employment of an Aboriginal MCH nurse, whose culturally safe outreach and presence within the community have fostered trust and improved access. 298 Aboriginal children attended the MCH service at least once throughout the year and 343 Aboriginal children enrolled in the service.

Service Performance Indicators

For the year ended 30 June 2025

Results						
Service/Indicator /measure		2022	2023	2024	2025	2025
		Actual	Actual	Actual	Target as per budget	Actual
Roads						
Condition						
Sealed local roads below the intervention level		96.50%	96.52%	97.06%	96.60%	99.95%
(percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)						This is a great result owing to the greater commitment to the annual re-sealing program.
R2						
Statutory Planning						
Service Standard						
Planning applications decided within the relevant required time		87.06%	51.26%	52.80%	75.00%	61.36%
(percentage of planning application decisions made within the relevant required time)						Reduced processing times over the past couple of years is a result of process improvements and less complex applications being received. These improvements will be factored into Council undertaking a review of the target set against this measure.
SP2						
Waste Collection						
Waste diversion						
Kerbside collection waste diverted from landfill		43.44%	43.43%	39.73%	46.98%	38.81%
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100						Government initiatives resulted in a higher uptake of other waste disposal options. These included the Melton Recycling Facility, free green waste disposal, hard waste collection services and the container deposit scheme with households choosing to return their cans and bottles instead of placing these in kerbside bins. Based on the result and the higher uptake of alternative disposal options, Council will review its target for this measure.
WC5						

Section 3. Financial Performance Indicators

For the year ended 30 June 2025

		2022	2023	2024	2025	2026	2027	2028	2029	
	Dimension/Indicator /measure	Actual	Actual	Actual	Target as per budget	Actual	Forecast			Material Variations
E2	Efficiency									
	Expenditure level									
	Expenses per property assessment [Total expenses / Number of property assessments]	\$2,654.13	\$2,786.17	\$2,994.28	\$2,960.23	\$3,314.41	\$3,298.84	\$3,333.91	\$3,361.26	The 2024/25 movement in this indicator is largely due to unbudgeted maintenance costs that had originally been budgeted against capital expenditure. Council continues to monitor expenditure.
E4	Revenue level									
	Average rate per property assessment [Sum of all general rates and municipal charges / Number of property assessments]	\$1,671.45	\$1,671.52	\$1,724.84	N/A	\$1,778.80	\$1,960.45	\$1,965.79	\$2,047.20	Results for this indicator have been consistent over the past few years. Revenue from rates has remained consistent with the increase in the number of rateable properties within the municipality.
L1	Liquidity									
	Working capital									
	Current assets compared to current liabilities [Current assets / Current liabilities] x100	311.41%	389.34%	337.36%	461.20%	303.61%	212.53%	113.31%	99.13%	Unfavourable movement in this ratio is largely due to outflows of capital projects delivery and land acquisitions. However the Council's liquidity remains strong in dollar terms and forecasted to remain so with substantial cash reserves in place over the medium term.

Financial Performance Indicators

For the year ended 30 June 2025

	2022		2023		2024		2025		2026		2027		2028		2029		Material Variations
Dimension/Indicator /measure	Actual		Actual		Actual		Target as per budget	Actual								Forecast	
Unrestricted cash																	
Unrestricted cash compared to current liabilities	-296.08%		-349.73%		-419.78%		N/A	-342.11%		82.68%		50.50%		19.19%		5.84%	The prescribed calculation method excludes term deposits with an original maturity of greater than 90 days that are classified as Other Financial Assets. In 2025 there was a 77.67% improvement in the unrestricted cash ratio. The ratio is forecast to decrease by up an average of up to 74% by 2029. This is driven by a significant capital works program scheduled over the next four year, totalling \$1.2 billion.
[Unrestricted cash / Current liabilities] x100																	
Obligations																	
Loans and borrowings																	
Loans and borrowings compared to rates	5.58%		3.55%		1.79%		N/A	2.05%		11.31%		25.64%		32.60%		32.47%	Council drew down on a loan for Melton Recreation Sports Club construction and continued to repay borrowings as they mature and has had sufficient cash inflows to achieve this. Council intends to borrow to fund significant infrastructure investment in future years, new borrowings totalling \$242.9 million by 2029.
[Interest bearing loans and borrowings / Rate revenue] x100																	
Loans and borrowings repayments compared to rates	1.89%		1.71%		1.58%		N/A	1.39%		3.57%		5.98%		7.90%		8.81%	Council has consistently met debt obligations as they fell due, supported by adequate cash inflows throughout the period.
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100																	
L2																	
O2																	
O3																	

Financial Performance Indicators

For the year ended 30 June 2025

	Dimension/Indicator /measure	2022	2023	2024	2025	2025	2026	2027	2028	2029	Material Variations
		Actual	Actual	Actual	Target as per budget	Actual			Forecast		
	Indebtedness										
O4	Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	12.29%	13.84%	16.82%	N/A	11.36%	16.31%	24.89%	27.92%	27.09%	Council's Non Current Liabilities continue to remain stable and at manageable levels. The indicator is expected to increase to reflect \$242.9 million futures borrowings over the next four years.
	Asset renewal and upgrade										
O5	Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expenses/ Asset depreciation] x100	46.40%	35.52%	91.77%	176.78%	107.33%	110.33%	199.75%	77.42%	67.29%	Asset renewal expenditure increased in 2025, driven by the delivery of a greater number of capital projects focused on renewing and upgrading Council assets. Actual expenditure remained below target due to the deferral of some works to 2026 and depreciation was \$5.5 million above budget. Looking ahead, Council anticipates significant asset growth over the medium to long term, which will result in higher depreciation charges.
	Operating position										
OP1	Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	33.28%	31.27%	12.76%	N/A	21.46%	24.87%	30.69%	25.52%	28.07%	The increase in this ratio during 2025 is primarily attributable to higher income received within the reporting period. The Commonwealth Government paid the full allocation for the 2025 financial assistance grants, along with an advance payment of 50% of the 2026 allocation.
S1	Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	48.43%	48.35%	58.61%	51.50%	48.79%	49.51%	46.94%	49.66%	49.10%	The result for the measure is 2.72% below target and is expected to increase by a further 0.31% by 2029.
	Rates effort										
S2	Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.34%	0.32%	0.31%	N/A	0.30%	0.31%	0.30%	0.29%	0.29%	This measure has remained stable over recent years and is a modest decline is expected in future.

Section 4. Sustainable Capacity Indicators

For the year ended 30 June 2025

		Results				Comment
		2022	2023	2024	2025	
Indicator /measure		Actual	Actual	Actual	Actual	
Population						
C1	Expenses per head of municipal population [Total expenses / Municipal population]	\$1,090.86	\$1,199.04	\$1,278.68	\$1,276.82	The movement in this indicator is largely due to an increase in expenditure. Council continue to manage expenditure prudently despite the high level of growth experienced within the municipality.
C2	Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$12,260.45	\$14,986.40	\$15,918.04	\$15,394.10	Infrastructure constructed within the municipality has and will continue to increase at levels higher than population growth. The ratio is stable compared to prior years.
C3	Population density per length of road [Municipal population / Kilometres of local roads]	135.36	132.46	135.31	152.32	Results reflects a 17 % increase in population from 206,070 to 241,112 compared to a 4% increase in kilometres of road length. The population density is reflective of the growth in development within the municipality.
Own-source revenue						
C4	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,014.47	\$1,085.94	\$1,172.83	\$1,078.21	Indicator is impacted by fluctuations in populations data and land development within the municipality. There was a 17% increase in population. The result was impacted by significant development contribution income as a result of this development growth.
Recurrent grants						
C5	Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$193.45	\$227.10	\$107.91	\$234.65	This ratio has increased as a result of the Commonwealth Government paying the full allocation for the 2025 financial assistance grants, along with an advance payment of 50% of the 2026 allocation.

Sustainable Capacity Indicators

For the year ended 30 June 2025

	Results				Material Variations
	Indicator /measure	2022	2023	2024	2025
C6	Disadvantage				
	Relative socio-economic disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	5.00	5.00	4.00	4.00
		This measure has remained stable over recent years and is expected to remain at the same levels in future.			
C7	Workforce turnover				
	Percentage of staff turnover	21.55%	17.12%	13.74%	17.20%
		Staff turnover rate varies from year to year. The rate at 17.20% is below the Victorian industry average of 18%.			
	[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100				

Section 5. Notes to the accounts

For the year ended 30 June 2025

5.1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report.

The performance statement includes the results of the prescribed service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g., Australian Bureau of Statistics or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the *Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2025-26 to 2028-29 by the council's financial plan.

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

5.2 Definitions

Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the <i>Aboriginal Heritage Act 2006</i>
adjusted underlying revenue	means total income other than: • non-recurrent grants used to fund capital expenditure; and • non-monetary asset contributions; and • contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that – (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the <i>Food Act 1984</i>
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i>
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
Target N/A	Targets are only set for indicators prescribed by the Know Your Council framework
unrestricted cash	means all cash and cash equivalents other than restricted cash



Independent Auditor’s Report

To the Councillors of Melton City Council

Opinion	I have audited the accompanying performance statement of Melton City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • sustainable capacity indicators for the year ended 30 June 2025 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Melton City Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the performance statement</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statement	As required by the <i>Audit Act 1994</i>, 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.
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MELBOURNE
17 October 2025


Travis Derricott
as delegate for the Auditor-General of Victoria

Annual Financial Report

ANNUAL FINANCIAL STATEMENTS

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These financial statements are General Purpose Financial Statements and cover the consolidated operations for Melton 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 22 September 2025.
Council has the power to amend and reissue these financial statements.

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Certification of the Financial Statement

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Brandon Howard CPA
Responsible Accounting Officer
Dated: 22 September 2025
232 High Street, Melton VIC

In our opinion, the accompanying financial statements present fairly the financial transactions of Melton City Council for the year ended 30 June 2025 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Cr Steven Abboushi
Mayor
Dated: 22 September 2025
232 High Street, Melton VIC



Cr Lara Carli
Deputy Mayor
Dated: 22 September 2025
232 High Street, Melton VIC



Roslyn Wai
Chief Executive Officer
Dated: 22 September 2025
232 High Street, Melton VIC



Independent Auditor's Report

To the Councillors of Melton City Council

Opinion	I have audited the financial report of Melton City Council (the council) which comprises the: - balance sheet as at 30 June 2025 - comprehensive income statement for the year then ended - statement of changes in equity for the year then ended - statement of cash flows for the year then ended - statement of capital works for the year then ended - notes to the financial statements, including material accounting policy information - certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
 17 October 2025

Travis Derricott
as delegate for the Auditor-General of Victoria



Comprehensive Income Statement

for the year ended 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
Income / Revenue			
Rates and charges	3.1	191,245	177,031
Statutory fees and fines	3.2	15,162	14,871
User fees	3.3	13,486	10,404
Grants - operating	3.4	57,300	25,896
Grants - capital	3.4	34,706	10,513
Contributions - monetary	3.5	73,037	62,977
Contributions - non monetary	3.5	275,327	215,941
Fair value increment for investment properties		—	975
Interest Income	3.7	34,517	32,074
Other income		5,573	6,330
Total income / revenue		700,353	557,012
Expenses			
Employee costs	4.1	83,056	72,049
Materials and services	4.2	152,873	122,668
Depreciation	4.3	61,602	56,203
Amortisation - Intangible assets		590	327
Depreciation - Right of use assets		351	354
Allowance for impairment losses		3,976	2,678
Borrowing costs		124	197
Finance Costs - Leases		23	20
Net loss on disposal of property, infrastructure, plant and equipment	3.6	5,074	2,756
Revaluation decrement of IPP&E	6.2	—	4,418
Fair value decrement on investment properties		125	—
Other expenses		78	1,827
Total expenses		307,872	263,497
Surplus/(deficit) for the year		392,481	293,515
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	9.1	162,517	173,053
Total other comprehensive income		162,517	173,053
Total comprehensive result		554,998	466,568

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

Balance Sheet

as at 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	58,605	18,771
Non-current assets classified as "held for sale"	6.1	109	230
Trade and other receivables	5.1	48,338	64,139
Prepayments		4,456	302
Other financial assets	5.1	230,000	236,000
Inventories		6	5
Contract assets	5.1	8,861	15,512
Total current assets		350,375	334,959
Non-current assets			
Other financial assets	5.1	264,949	324,673
Inventories		2	10
Property, infrastructure, plant and equipment	6.2	4,822,553	4,219,875
Investment property		9,400	9,525
Intangible assets		2,185	2,775
Right-of-use assets		580	608
Total non-current assets		5,099,669	4,557,466
Total assets		5,450,044	4,892,425
Liabilities			
Current liabilities			
Trade and other payables	5.2	67,363	53,886
Trust funds and deposits	5.2	13,541	10,372
Contract and other liabilities	5.2	13,525	17,205
Provisions	5.3	16,818	15,324
Interest-bearing liabilities		1,538	2,240
Lease liabilities		250	262
Total current liabilities		113,035	99,289
Non-current liabilities			
Trust funds and deposits	5.2	24,567	37,230
Provisions	5.3	2,235	2,116
Interest-bearing liabilities		2,387	922
Lease liabilities		341	387
Total non-current liabilities		29,530	40,655
Total liabilities		142,565	139,944
Net assets		5,307,479	4,752,481
Equity			
Accumulated surplus		3,027,910	2,605,020
Reserves	9.1	2,279,569	2,147,461
Total Equity		5,307,479	4,752,481

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

Statement of Changes in Equity

for the year ended 30 June 2025

	Note	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
2025					
Balance at beginning of the financial year		4,752,481	2,605,020	1,635,811	511,650
Surplus/(deficit) for the year		392,481	392,481	—	—
Other comprehensive income					
Net asset revaluation gain/(loss)		162,517	—	162,517	—
Other comprehensive income		162,517	—	162,517	—
Total comprehensive income		554,998	392,481	162,517	—
Transfers from other reserves	9.1	—	214,703	—	(214,703)
Transfers to other reserves	9.1	—	(184,294)	—	184,294
Balance at end of the financial year		5,307,479	3,027,910	1,798,328	481,241
2024					
Balance at beginning of the financial year		4,285,913	2,343,662	1,462,758	479,493
Surplus/(deficit) for the year		293,515	293,515	—	—
Other comprehensive income					
Net asset revaluation gain/(loss)		173,053	—	173,053	—
Other comprehensive income		173,053	—	173,053	—
Total comprehensive income		466,568	293,515	173,053	—
Transfers from other reserves	9.1	—	121,870	—	(121,870)
Transfers to other reserves	9.1	—	(154,027)	—	154,027
Balance at end of the financial year		4,752,481	2,605,020	1,635,811	511,650

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

for the year ended 30 June 2025

	Note	2025 Inflows/ (Outflows) \$ '000	2024 Inflows/ (Outflows) \$ '000
Cash flows from operating activities			
Rates and charges		185,051	168,075
Statutory fees and fines		12,170	11,318
User fees		13,665	12,274
Grants - operating		57,108	18,417
Grants - capital		32,268	7,663
Contributions - monetary		73,037	62,977
Interest received		38,585	19,336
Trust funds and deposits taken		(9,494)	9,532
Other receipts		(48,329)	7,861
Net GST refund/(payment)		22,427	23,168
Employee costs		(81,443)	(70,012)
Materials and services		(155,939)	(150,733)
Other payments		5,517	3,319
Net cash provided by/(used in) operating activities	9.2	144,623	123,195
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(172,866)	(114,943)
Proceeds from sale of property, infrastructure, plant and equipment		2,118	5,110
Payments for investments, other properties and intangibles		—	(14,816)
Proceeds from sale of investments		65,724	—
Net cash provided by/(used in) investing activities		(105,024)	(124,649)
Cash flows from financing activities			
Finance costs		(124)	(197)
Proceeds from borrowings		3,300	—
Repayment of borrowings		(2,537)	(2,608)
Interest paid - lease liabilities		(23)	(20)
Repayment of lease liabilities		(381)	(351)
Net cash flow provided by/(used in) financing activities		235	(3,176)
Net Increase (decrease) in cash and cash equivalents		39,834	(4,630)
Cash and cash equivalents at the beginning of the financial year		18,771	23,401
Cash and cash equivalents at the end of the financial year		58,605	18,771

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works

for the year ended 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
Property			
Land		29,627	3,510
Total land		29,627	3,510
Buildings		42,687	36,415
Total buildings		42,687	36,415
Total property		72,314	39,925
Plant and equipment			
Plant, machinery and equipment		428	28
Fixtures, fittings and furniture		239	74
Computers and telecommunications		915	674
Library books		573	526
Total plant and equipment		2,155	1,302
Infrastructure			
Roads		46,495	49,828
Bridges		1,446	902
Footpaths and cycleways		3,147	3,764
Drainage		1,031	1,703
Recreational, leisure and community facilities		35,899	14,705
Parks, open space and streetscapes		7,653	–
Off street car parks		211	568
Public Art		–	81
Kerb & Channel		166	353
Traffic Management Devices		1,992	1,549
Other infrastructure		360	36
Total infrastructure		98,400	73,489
Total capital works expenditure	6.2	172,869	114,716
Represented by:			
New asset expenditure		106,745	58,886
Asset renewal expenditure		10,104	17,489
Asset expansion expenditure		–	4,250
Asset upgrade expenditure		56,020	34,091
Total capital works expenditure		172,869	114,716

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 2025

Note 1. Overview

Introduction

The Melton City 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 232 High Street, Melton.

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. 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.

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.

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.

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 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 5.3).
- 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.
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable
- 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.

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

Note 1. Overview (continued)

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2. Analysis of our results

Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$250,000 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.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / Revenue and expenditure

	Budget 2025 \$ '000	Actual 2025 \$ '000	Variance \$ '000	Variance %	Ref
Income / Revenue					
Rates and charges	192,255	191,245	(1,010)	(0.53)%	1
Statutory fees and fines	13,841	15,162	1,321	9.54%	2
User fees	12,951	13,486	535	4.13%	3
Grants - operating	40,212	57,300	17,088	42.49%	4
Grants - capital	28,243	34,706	6,463	22.88%	5
Contributions - monetary	97,951	73,037	(24,914)	(25.44)%	6
Contributions - non monetary	185,846	275,327	89,481	48.15%	7
Net gain on disposal of property, infrastructure, plant and equipment	23,426	—	(23,426)	(100.00)%	8
Interest Income	32,515	34,517	2,002	6.16%	9
Other income	5,279	5,573	294	5.57%	10
Total income / revenue	632,519	700,353	67,834	10.72%	
Expenses					
Employee costs	82,204	83,056	(852)	(1.04)%	11
Materials and services	120,845	152,873	(32,028)	(26.50)%	12
Depreciation	56,125	61,602	(5,477)	(9.76)%	13
Amortisation - intangible assets	327	590	(263)	(80.43)%	14
Depreciation - right of use assets	399	351	48	12.03%	
Allowance for impairment losses	1,352	3,976	(2,624)	(194.08)%	15
Borrowing costs	482	124	358	74.27%	16
Finance costs - leases	72	23	49	68.06%	
Net loss on disposal of property, infrastructure, plant and equipment	—	5,074	(5,074)	(100)%	17
Fair value decrement on investment properties	—	125	(125)	(100)%	
Other expenses	465	78	387	83.23%	18
Total expenses	262,271	307,872	(45,601)	(17.39)%	
Surplus/(deficit) for the year	370,248	392,481	22,233	6.00%	

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref Explanation

1. Rates and Charges ended the year marginally unfavourable to budget which is attributable to less lots titled and less houses built than originally anticipated.
2. Statutory Fees and Fines finished the financial year 10% above budget expectations, reflecting stronger overall revenue performance
3. User Fees income ended the year with a 4% favourable variance to budget mainly due to higher than anticipated revenues from 'Building Subdivision Fee' income and 'Building Application Fee' income.
4. Operating grant income ended the year favourably against budget by 42% as a result of the Commonwealth Government paying the full allocation for the 2025 financial assistance grants, along with an advance payment of 50% of the 2026 allocation.
5. The favourable variance to budget against Capital Grant income is primarily due to unbudgeted Capital Grant income received for a number of projects including :
Thornhill Park Children's and Community Centre
Asset Management Services
Renewal Program Transport Sealed Roads
Conversely, these were partially offset by budgeted grants not being received including those for the following projects:
Weir Views Childrens and Community Centre
Aintree Children's and Community Centre
Plumpton Children's Centre & Neighbourhood House
6. Monetary contributions ended the year unfavourable to budget mainly due to subdivisions not achieving their Statement's of Compliance (SOC's), as expected where developers experienced delayed responses from referral authorities such as Melbourne Water. As well as this, amendments to plans and construction schedules by developers in response to increases in costs and slowing demand in the housing market due to higher than anticipated interest rates, also contributed to the unfavourable variance.
7. The Favourable variance for non monetary contribution is mainly driven by strong subdivision activity during the year, which also include works in kind and land in kind delivered by developers. The other factors contributing to the favourable variance relate to the impact of indexation on Projects valuations where a higher value is recognised compared to budget and some Non-Monetary Contributions were not included in the budget.
8. Lower than anticipated land sales volume within the Atherstone development is the main contributor to the unfavourable variance with the remaining subdivision expected to be developed in the near future to generate sales.
9. Interest income ended marginally better than budget due to slightly better than anticipated returns on investments.
10. The favourable variance is mainly due to improved collections at the new Melton Recycling Facility.
11. Employee costs ended the year slightly above budget, primarily due to strategic adjustments in staffing to support organisational leadership and service delivery.
12. Materials and Services costs ended the year above budget, primarily due to unplanned contract labour expenses associated with staff backfilling and project secondments. Additionally, some maintenance costs were reclassified from capital expenditure to operating expenditure, contributing to the variance. There was an increase in professional advisory fees and implementation costs due to the on-going implementation of the new system. These impacts were partially offset by lower than expected costs in areas such as Development and Research, Planning and Design.
13. This unfavourable variance is mainly due to more Drainage, Road and Footpath assets being capitalised sooner than originally anticipated and fewer Recreation and Furniture assets being capitalised than originally anticipated.
14. The unfavourable variance reflects the commencement of amortisation for newly implemented software systems, including Project Hub and the Analytics and Business Intelligence platform that was not originally budgeted for.
15. Council is implementing a new Bad and Doubtful Debts Policy that resulted in the increase in the provision for bad debts. Additionally, there was an increase in the number of infringement orders referred to court.
16. This is due to the timing difference between when budgeted loans were expected to be taken out and when they are actually taken out.

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

- 17 The loss is due to unanticipated disposal of various infrastructure assets across the City of Melton with a slight off-set from Atherstone land sales.
- 18 This favourable variance is mainly due to better cost control measures on various sundry expenses.

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

2.1.2 Capital works

	Budget 2025 \$ '000	Actual 2025 \$ '000	Variance \$ '000	Variance %	Ref
Property					
Land	–	29,627	29,627	100%	1
Total land	–	29,627	29,627	100%	
Buildings	47,613	42,687	(4,926)	(10.35)%	2
Total buildings	47,613	42,687	(4,926)	(10.35)%	
Total property	47,613	72,314	24,701	51.88%	
Plant and equipment					
Plant, machinery and equipment	4,995	428	(4,567)	(91.43)%	3
Fixtures, fittings and furniture	422	239	(183)	(43.36)%	
Computers and telecommunications	10,360	915	(9,445)	(91.17)%	4
Library books	559	573	14	2.50%	
Total plant and equipment	16,336	2,155	(14,181)	(86.81)%	
Infrastructure					
Roads	70,694	46,495	(24,199)	(34.23)%	5
Bridges	1,700	1,446	(254)	(14.94)%	6
Footpaths and cycleways	13,117	3,147	(9,970)	(76.01)%	7
Drainage	929	1,031	102	10.98%	
Recreational, leisure and community facilities	61,508	35,899	(25,609)	(41.64)%	8
Parks, open space and streetscapes	6,569	7,653	1,084	16.50%	9
Off street car parks	130	211	81	62.31%	
Kerb & Channel	142	166	24	16.90%	
Traffic Management Devices	2,816	1,992	(824)	(29.26)%	10
Other infrastructure	1,546	360	(1,186)	(76.71)%	11
Total infrastructure	159,151	98,400	(60,751)	(38.17)%	
Total capital works expenditure	223,100	172,869	(50,231)	(22.52)%	
Represented by:					
New asset expenditure	123,883	106,745	(17,138)	(13.83)%	
Asset renewal expenditure	11,175	10,104	(1,071)	(9.58)%	
Asset upgrade expenditure	88,042	56,020	(32,022)	(36.37)%	
Total capital works expenditure	223,100	172,869	(50,231)	(22.52)%	

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

Variance Ref Explanation

1. The Land category recorded an unfavourable variance at year-end due to land acquisitions that were not included in the original budget. These purchases reflect strategic opportunities that arose during the year to support long-term planning and community development objectives.
2. The Buildings category ended the year relatively unfavourable to budget predominately due to expenditure associated with the Melton Recycling Facility having been budgeted against Plant Machinery and Equipment rather than Buildings. As well as this, the Macpherson Park Stage 3 Rugby Pavillion project realised unbudgeted expenditure.
3. Plant and Machinery ended the year with a favourable variance to budget as a result of the budget having included building costs associated with the Melton Recycling Facility which have been allocated against the Buildings category above.
4. Computers and telecommunications ended the year favourable to budget as a result of the correct accounting treatment of SAAS software intangible costs in actuals against budget. The budget included these costs as capital expense. TCP Implementation & Annual Uplift (\$8.2m) which were originally budgeted as capital expense.
5. Roads ended the year favourable to against budget due to delays in spending in the following projects:
Bulmans Road, West Melton - Urbanisation
Taylor's Rd Duplication - Gourlay Rd to Westwood Dr
Boundary Road Construction Stage 2
These were partially offset by higher than anticipated spending against the following projects:
Taylor's Road/Plumpton Road-Signalised Intersection
Taylor's Rd Duplication & Int Upgrade of Gourlay Rd
Road Construction - Bridge Road, Cobblebank
6. The main driver of the favourable variance against budget is delays with the following upgrade projects:
Bridge Renewal Program
Ekford Road Bridge
7. Footpaths and cycleways ended the year favourably against budget due to delays in spending in the following projects:
Pedestrian Bridge-Over Toolern Creek Strathtulloch
Pedestrian Bridge-Medeina-Burnside Height
These were partially offset by unbudgeted spending against the following projects:
Civic Centre Paths
MTC Revitalisation-Active Transport & Streetscapes
8. Recreational, leisure and community facilities ended the year 41.64% favourable to budget due to delays in spending in the following projects:
Mt Atkinson East Sports Reserve, Mt Atkinson
Plumpton Aquatic Centre
Macpherson Park Rugby Pavillion & Pitch - Stage 3
These were partially offset by higher than anticipated spending against the *Rockbank North Sports Reserve*.
9. Parks and open space and streetscapes ended the year relatively unfavourable to budget due to higher than anticipated spending against
Blackwood Drive Recreation Reserve, Melton South
Hillside Recreation Reserve (Revitalisation)
Nash Park Playground
These were partially offset by lower than anticipated spending against the following projects:
Minor Park Upgrade - Punjel Drive Reserve
The Grange Reserve Upgrade
10. Traffic Management Devices ended the year with a favourable variance to budget due to delays in spending against the following projects:
Lancefield Drive Raised Intersection & Crossing
Parwan Ekford Rd & Ekford Rd Intersection Upgrade & Street Lights
11. Other infrastructure ended the year with a favourable variance to budget due to delays in spending against the following projects:
Sportsground Lighting Upgrade Program
Street Lighting Improvement Program

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.2 Analysis of Council results by program

2.2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Office of CEO

The office of the CEO incorporates Customer Services & Transformation, Engagement & Advocacy, Strategic Initiatives, Legal Services, and Governance Services.

Organisational Performance

The Organisational Performance directorate incorporates the Finance, Information Technology, Procurement, Enterprise Project Management Office and Organisational Performance service units. This directorate provides internal support to Council Staff.

City Life

The City Life directorate incorporates the Community Care, Families & Children, Recreation, Youth, Arts & Events and Libraries service units. The Community Services directorate provides a range of services to people within our community, through provision of leisure and sporting infrastructure, libraries, care services for families, children, the elderly and those with disabilities.

City Delivery

The City Delivery directorate incorporates the Capital Delivery, Engineering & Assets, Operations, Major Projects and Community Safety service units. The City Delivery directorate is responsible for constructing new infrastructure and maintaining existing infrastructure across a very diverse range of assets that underpin the wellbeing of the community.

City Futures

The City Futures directorate incorporates the Infrastructure Planning, Growth & Development, Strategy and Environmental & Sustainability. The City Futures directorate provides planning, design & strategy and environmental health & sustainability services to the community.

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

Functions/activities	Income / Revenue \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income / revenue \$ '000	Total assets \$ '000
2025					
Office of CEO	1,446	20,020	(18,574)	—	—
Organisational Performance	564,408	102,563	461,845	34,757	619,327
City Life	24,953	40,565	(15,612)	20,749	122,453
City Delivery	72,061	130,014	(57,953)	36,114	4,698,028
City Futures	37,482	14,707	22,775	386	10,236
Total functions and activities	700,350	307,869	392,481	92,006	5,450,044
2024					
Office of CEO	1,730	15,437	(13,707)	—	—
Organisational Performance	493,749	40,725	453,024	14,544	660,302
City Life	19,606	38,567	(18,961)	15,437	111,430
City Delivery	31,205	155,260	(124,055)	6,191	4,113,857
City Futures	10,722	13,508	(2,786)	237	6,836
Total functions and activities	557,012	263,497	293,515	36,409	4,892,425

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services

	2025	2024
	\$ '000	\$ '000

3.1 Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of the land and improvements.

The valuation base used to calculate general rates for 2024/25 was \$60.972 billion (2023/24: \$56.587 billion).

General rates	117,363	108,905
Municipal charge	14,528	13,320
Supplementary rates and rate adjustments	6,284	5,948
Interest on rates and charges	2,304	1,844
Commercial	7,928	7,138
Industrial	14,515	12,520
Rural	4,611	3,955
Garbage charge	23,712	23,401
Total rates and charges	191,245	177,031

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Infringements and costs	6,078	5,801
Permits	5,481	5,713
Other	3,603	3,357
Total statutory fees and fines	15,162	14,871

Statutory fees and fines (including parking fees and fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

Leisure centre, building and other permits	4,893	3,805
Childcare aged care and health services	825	830
Subdivision fees	6,297	3,617
Other fees and charges	1,471	2,152
Total user fees	13,486	10,404

User fees by timing of revenue recognition

User fees recognised over time	2,401	3,450
User fees recognised at a point in time	11,085	6,954
Total user fees	13,486	10,404

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

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Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025	2024
	\$ '000	\$ '000

3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	49,084	9,846
State funded grants	42,922	26,563
Total grants received	92,006	36,409

(a) Operating Grants

Recurrent - Commonwealth Government

Financial Assistance Grant	40,147	937
Family day care	1,092	1,322
Aged care	99	107
Community health	17	91
Other	3,908	4,920

Recurrent - State Government

Aged care	419	1,004
Libraries	1,032	1,009
Children services	6,047	8,071
Community support and development	1,355	2,071
Community health	101	138
Youth services	40	213
Environment	—	31
Family and Children	—	57
Other	655	698

Total recurrent operating grants

54,912	20,669
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Non-recurrent - Commonwealth Government

Community Support and Development	—	20
Aged Care	10	—
Other	—	334

Non-recurrent - State Government

Community health	82	213
Family and children	440	372
Children's services	328	1,432
Community support and development	751	1,223
Environment	542	801
Family, youth and housing	159	60
Libraries	1	—
Parks & open space streetscapes	13	247
Aged care	—	227
Other	62	298

Total non-recurrent operating grants

2,388	5,227
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Total operating grants

57,300	25,896
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Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025 \$ '000	2024 \$ '000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,459	1,124
Roads	–	6
Recurrent - State Government		
Roads	–	311
Sports & Recreation	207	105
Other	–	23
Total recurrent capital grants	1,666	1,569
Non-recurrent - Commonwealth Government		
Buildings	62	–
Parks & Open Space Streetscapes	518	198
Car Parks	–	370
Sports & Recreation	250	359
Roads	1,340	36
Other	182	22
Non-recurrent - State Government		
Buildings	20,565	5,524
Sports & Recreation	3,720	348
Parks & Open Space Streetscapes	1,144	872
Footpaths	13	191
Roads	1,519	–
Environment	1,787	100
Bridges	–	125
Traffic Management Devices	1,784	20
Libraries	156	–
Other	–	779
Total non-recurrent capital grants	33,040	8,944
Total capital grants	34,706	10,513

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 *Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 *Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025 \$ '000	2024 \$ '000
Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	40,147	937
Other specific purpose grants	18,314	3,580
Specific purpose grants to acquire non-financial assets	26,980	29,064
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	6,565	2,828
	92,006	36,409
 (d) Unspent grants received on condition that they be spent in a specific manner:		
Operating		
Balance at start of year	1,634	9,113
Received during the financial year and remained unspent at balance date	658	1,397
Received in prior years and spent during the financial year	(850)	(8,876)
Balance at year end	1,442	1,634
Capital		
Balance at start of year	12,121	14,971
Received during the financial year and remained unspent at balance date	5,592	2,311
Received in prior years and spent during the financial year	(8,030)	(5,161)
Balance at year end	9,683	12,121

Unspent grants are determined and disclosed on a cash basis.

Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025 \$ '000	2024 \$ '000
3.5 Contributions		
Monetary	73,037	62,977
Non-monetary contributions		
Non-monetary	275,327	215,941
Total contributions	348,364	278,918

Contributions of non monetary assets were received in relation to the following asset classes including rolling credits for excess land and works in kind.

The rolling credit scenario represents an agreement between Council and the developer and an obligation for the developer to deliver an infrastructure project where the developer receives a credit upon delivery of the infrastructure. The rolling credit balance is offset against the developers contribution in the next stage until exhausted or in the case of a credit balance in the final stage, a settlement is made in the form of a payout to the developer to close out the balance. The increase in non monetary contributions reflect the increase and uplift in subdivision activity during the year.

Land	112,538	54,616
Land under roads	31,463	21,202
Roads	81,639	70,620
Parks and open space	3,482	–
Footpaths	28,246	20,279
Drainage	48,978	49,246
Recreation	10,218	5,290
Kerb and channel	23,606	19,400
Traffic management	6,258	2,391
Bridges	4,835	1,499
Car parks	2,099	1,499
Rolling Credits	(78,034)	(30,101)
Total non-monetary contributions	275,328	215,941

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025 \$ '000	2024 \$ '000
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Land Held for Sale		
Proceeds of sale	2,118	5,093
Written down value of assets disposed	(582)	(1,704)
Total net gain/(loss) on disposal of land held for sale	1,536	3,389
Plant and equipment		
Proceeds of sale	—	17
Written down value of assets disposed	(237)	(208)
Total net gain/(loss) on disposal of plant and equipment	(237)	(191)
Buildings and Infrastructure Assets		
Written down value of assets disposed	(6,373)	(5,954)
Total net gain/(loss) on disposal of Infrastructure Assets	(6,373)	(5,954)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(5,074)	(2,756)

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

	2025 \$ '000	2024 \$ '000
3.7 Interest Income		
Interest Income		
Interest Income	34,517	32,074
Total Interest Income	34,517	32,074

Interest is recognised as it is earned.

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services

	2025 \$ '000	2024 \$ '000
4.1 Employee costs		
(a) Employee costs		
Wages and salaries	69,712	60,929
WorkCover	1,876	1,466
Casual staff	1,191	1,484
Superannuation	9,300	7,161
Fringe benefits tax	66	59
Other	911	950
Total employee costs	83,056	72,049
(b) Superannuation		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	53	87
	53	87
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,738	3,509
Employer contributions - other funds	5,509	3,565
	9,247	7,074
Total superannuation costs	9,300	7,161

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Contract payments	62,294	51,728
General maintenance	31,017	12,937
Utilities	5,428	5,258
Information technology	4,707	5,069
Insurance	1,986	1,805
Consultants	175	361
Garbage collection and disposal	8,684	8,183
Contract labour	7,506	10,501
Administrative support	11,731	9,397
Program expenses	5,497	5,972
Professional fees	8,176	5,240
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	79	71
Auditors' remuneration - internal	149	186
Contributions and donations	783	623
Councillors allowances	491	461
Transport and vehicle operations	895	948
Other	3,275	3,928
Total materials and services	152,873	122,668

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services (continued)

	2025 \$ '000	2024 \$ '000
4.3 Depreciation		
Property	8,864	8,543
Plant and equipment	620	494
Infrastructure	52,118	47,166
Total depreciation	61,602	56,203

Refer to note 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations

	2025 \$ '000	2024 \$ '000
5.1 Financial assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	4	4
Cash at bank	36,432	7,663
Cash at call	22,169	11,104
Total current cash and cash equivalents	58,605	18,771
Total cash and cash equivalents	58,605	18,771
(b) Other financial assets		
Current		
Term deposits	230,000	236,000
Total current other financial assets	230,000	236,000
Non-current		
Managed funds	169,949	74,673
Term deposits	95,000	250,000
Total non-current other financial assets	264,949	324,673
Total other financial assets	494,949	560,673
Total current financial assets	288,605	254,771
Total non-current financial assets	264,949	324,673
Total cash and cash equivalents and other financial assets	553,554	579,444

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.

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025 \$ '000	2024 \$ '000
(c) Trade & Other Receivables		
Current		
Statutory receivables		
Rates debtors	33,735	27,541
Infringement debtors	10,235	8,622
Non-statutory receivables		
Accrued interest	6,059	10,127
Other debtors	7,112	24,432
Allowance for expected credit loss - infringements	(8,265)	(6,206)
Allowance for expected credit loss - other debtors	(538)	(377)
Total current trade and other receivables	48,338	64,139
Total trade and other receivables	48,338	64,139

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.

	2025 \$ '000	2024 \$ '000
(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)	10,687	30,261
Past due by up to 30 days	1,232	1,613
Past due between 31 and 180 days	211	1,420
Past due between 181 and 365 days	503	966
Total trade and other receivables	12,633	34,260

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$538,000 (2024: \$377,000) were impaired. The amount of the provision raised against these debtors was \$538,000 (2024: \$377,000). They individually have been impaired as a result of their doubtful collection.

Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Past due between 181 and 365 days	538	377
Total trade and other receivables	538	377

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025 \$ '000	2024 \$ '000
(f) Contract assets		
Current		
Contract Assets	8,861	15,512
Total Current	8,861	15,512
Total contract assets	8,861	15,512

Contract assets are recognised when Council has transferred goods or services to the customer but where Council is yet to establish an unconditional right to consideration.

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025	2024
	\$ '000	\$ '000

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

(a) Trade and other payables

Current

Non-statutory payables

Trade payables	43,050	30,944
Accrued expenses	12,813	17,037
Statutory payables	11,500	5,905
Total current trade and other payables	67,363	53,886

(b) Trust funds and deposits

Current

Refundable deposits	13,265	10,095
Construction retention monies	276	277
Total current trust funds and deposits	13,541	10,372

Non-current

Refundable deposits	24,436	37,100
Other refundable deposits	131	130
Total non-current trust funds and deposits	24,567	37,230

(c) Contract and other liabilities

Contract liabilities

Current

Grants received in advance - operating	1,442	1,634
Grants received in advance - capital	9,683	12,121
Income received in advance - contracts with customers	2,400	3,450
Total current contract liabilities	13,525	17,205

Total current contract and other liabilities

13,525	17,205
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Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of construction of roads and other infrastructure across Council. Unearned income/revenue is derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Statutory Payables include Fire Service Levy of which 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.

Refundable deposits - Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Construction Retention Monies - 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

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

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

obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

	Employee provisions \$ '000	Total \$ '000
5.3 Provisions		
2025		
Balance at the beginning of the financial year	17,440	17,440
Additional provisions	2,158	2,158
Amounts used	(545)	(545)
Balance at the end of the financial year	19,053	19,053
Provisions		
Provisions - current	16,818	16,818
Provisions - non-current	2,235	2,235
Total Provisions	19,053	19,053
2024		
Balance at the beginning of the financial year	15,403	15,403
Additional provisions	2,966	2,966
Amounts used	(929)	(929)
Balance at the end of the financial year	17,440	17,440
Provisions		
Provisions - current	15,324	15,324
Provisions - non-current	2,116	2,116
Total Provisions	17,440	17,440

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Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025 \$ '000	2024 \$ '000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	6,103	4,583
Long service leave	1,618	1,072
	7,721	5,655
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,501	2,135
Long service leave	7,596	7,534
	9,097	9,669
Total current employee provisions	16,818	15,324
Non-Current		
Long service leave	2,235	2,116
Total Non-Current Employee Provisions	2,235	2,116
Aggregate Carrying Amount of Employee Provisions:		
Current	16,818	15,324
Non-current	2,235	2,116
Total Aggregate Carrying Amount of Employee Provisions	19,053	17,440

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 Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if Council expects to wholly settle the liability within 12 months
- present value if 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. Unconditional LSL is disclosed as a current liability as Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. 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 and measured at present value.

Key assumptions:

- discount rate	4.20%	4.35%
- index rate	3.25%	4.45%

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025 \$ '000	2024 \$ '000
5.4 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June 2025.		
Bank overdraft	1,800	1,800
Credit card facilities	200	200
Other facilities	3,925	3,162
Total Facilities	5,925	5,162
Used facilities	3,966	3,206
Unused facilities	1,959	1,956

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Notes to the Financial Statements

for the year ended 30 June 2025

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

5.5 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
2025					
Operating					
Recycling facility operations	—	—	—	—	—
Garbage and recycling collection	25,155	—	—	—	25,155
Facility maintenance	3,865	69	83	—	4,017
Plant and vehicles	2,952	2,952	4,182	—	10,086
Health/cleaning services	4,740	—	—	—	4,740
Business services	9,685	5,395	4,867	—	19,947
Parks maintenance services	14,876	28,359	5	—	43,240
Road maintenance	9,453	19,900	—	—	29,353
IT services	18,757	16,994	13,371	584	49,706
Recreation/Leisure services	2,927	6,021	—	—	8,948
Total	92,410	79,690	22,508	584	195,192
Capital					
Buildings	49,947	19,786	—	—	69,733
Roads	3,248	883	—	—	4,131
Recreational and other infrastructure	1,865	503	—	—	2,368
Total	55,060	21,172	—	—	76,232
2024					
Operating					
Recycling facility operations	8,000	9,000	—	—	17,000
Garbage and recycling collection	15,950	16,155	—	—	32,105
Health/cleaning services	4,220	4,740	—	—	8,960
Business services	—	—	—	—	—
Parks maintenance services	12,421	13,313	27,813	—	53,547
Road maintenance	8,764	9,453	19,900	—	38,117
IT services	8,052	5,616	4,412	1,395	19,475
Recreation/Leisure services	3,072	2,927	6,021	—	12,020
Total	60,479	61,204	58,146	1,395	181,224
Capital					
Buildings	25,020	259	50	—	25,329
Roads	20,373	253	50	—	20,676
Recreational and other infrastructure	181	40	—	—	221
Total	45,574	552	100	—	46,226

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

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

	2025	2024
	\$ '000	\$ '000

(b) Operating lease receivables

Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold buildings.

These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 5 years.

All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year	810	730
Later than one year and not later than five years	3,490	3,124
	<u>4,300</u>	<u>3,854</u>

Note 6. Assets we manage

	2025	2024
	\$ '000	\$ '000

6.1 Non-current assets classified as "held for sale"

Current

Fair value of land	109	230
Total non current assets classified as held for sale	<u>109</u>	<u>230</u>

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.

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

	Carrying amount 30 June 2024 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Disposal \$ '000	Depreciation \$ '000	Write-off \$ '000	Transfers \$ '000	Carrying amount 30 June 2025 \$ '000
Summary of property, infrastructure, plant and equipment									
Property	1,238,270	29,627	143,690	39,297	(763)	(8,864)	–	31,714	1,472,971
Plant and equipment	2,307	2,155	–	–	(48)	(620)	(192)	–	3,602
Work in progress	141,540	141,088	–	–	–	–	(19,031)	(123,804)	139,793
Infrastructure	2,837,759	–	209,359	123,220	(5,608)	(52,118)	–	93,575	3,206,187
Total	4,219,876	172,870	353,049	162,517	(6,419)	(61,602)	(19,223)	1,485	4,822,553
Summary of Work in Progress									
Property									
Infrastructure									
Total									
				Opening WIP \$ '000		Additions \$ '000	Write-off \$ '000	Transfers \$ '000	Closing WIP \$ '000
Property				31,509		42,687	(2,259)	(31,714)	40,223
Infrastructure				110,031		98,401	(16,772)	(92,090)	99,570
Total				141,540		141,088	(19,031)	(123,804)	139,793

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Land under roads \$ '000	Total land and land improvements \$ '000	Buildings specialised \$ '000	Buildings non specialised \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total work in progress \$ '000	Total property \$ '000
Property										
At fair value 1 July 2024	670,353	90,546	176,494	937,393	356,254	38,984	395,238	31,509	31,509	1,364,140
Accumulated depreciation at 1 July 2024	-	-	-	-	(83,835)	(10,527)	(94,362)	-	-	(94,362)
	670,353	90,546	176,494	937,393	272,419	28,457	300,876	31,509	31,509	1,269,778
Movements in fair value										
Additions	29,627	-	-	29,627	-	-	-	42,687	42,687	72,314
Contributions	112,227	-	31,463	143,690	-	-	-	-	-	143,690
Revaluation	-	-	-	-	47,020	5,905	52,925	-	-	52,925
Disposal	-	-	-	-	(2,007)	-	(2,007)	-	-	(2,007)
Write-off	-	-	-	-	-	-	-	(2,259)	(2,259)	(2,259)
Transfers	-	-	-	-	26,815	4,899	31,714	(31,714)	(31,714)	-
	141,854	-	31,463	173,317	71,828	10,804	82,632	8,714	8,714	264,663
Movements in accumulated depreciation										
Depreciation and amortisation	-	-	-	-	(7,825)	(1,039)	(8,864)	-	-	(8,864)
Accumulated depreciation of disposals	-	-	-	-	1,244	-	1,244	-	-	1,244
Accumulated depreciation on revaluation	-	-	-	-	(12,076)	(1,552)	(13,628)	-	-	(13,628)
	-	-	-	-	(18,657)	(2,591)	(21,248)	-	-	(21,248)
At fair value 30 June 2025	812,209	90,546	207,957	1,110,712	428,081	49,788	477,869	40,223	40,223	1,628,804
Accumulated depreciation at 30 June 2025	-	-	-	-	(102,492)	(13,118)	(115,610)	-	-	(115,610)
Carrying amount	812,209	90,546	207,957	1,110,712	325,589	36,670	362,259	40,223	40,223	1,513,194

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Computers and telecomms \$ '000	Library books \$ '000	Total plant and equipment \$ '000
Plant and Equipment					
At fair value 1 July 2024	955	950	8,155	1,772	11,832
Accumulated depreciation at 1 July 2024	(892)	(860)	(7,254)	(519)	(9,525)
	63	90	901	1,253	2,307
Movements in fair value					
Additions	428	239	915	573	2,155
Disposal	(232)	—	—	(45)	(277)
Write-off	—	—	—	(192)	(192)
	196	239	915	336	1,686
Movements in accumulated depreciation					
Depreciation and amortisation	(17)	(79)	(330)	(192)	(618)
Accumulated depreciation of disposals	229	—	—	—	229
	212	(79)	(330)	(192)	(389)
At fair value 30 June 2025	1,151	1,189	9,070	2,108	13,518
Accumulated depreciation at 30 June 2025	(680)	(936)	(7,587)	(713)	(9,916)
Carrying amount	471	253	1,483	1,395	3,602

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Roads \$ '000	Bridges \$ '000	Foot- paths and cycle- ways \$ '000	Drainage \$ '000	Recrea- tional, leisure and commu- nity \$ '000	Parks open spaces and streets- capes \$ '000	Off street car parks \$ '000	Kerb and channel \$ '000	Traffic manage- ment \$ '000	Total \$ '000	Work in progress \$ '000	Total work in progress \$ '000	Total infra- structure \$ '000
Infrastructure													
At fair value 1 July 2024	1,073,122	161,255	470,297	984,166	145,029	-	56,280	414,122	124,075	3,432,346	110,031	110,031	3,542,377
Accumulated depreciation at 1 July 2024	(161,044)	(29,708)	(82,141)	(156,732)	(53,958)	-	(8,580)	(65,075)	(36,349)	(594,587)	-	-	(594,587)
	912,078	131,547	388,156	827,434	95,071	-	47,700	348,047	87,726	2,837,759	110,031	110,031	2,947,790
Movements in fair value													
Revaluation	-	-	-	132,047	-	-	-	-	17,923	149,970	-	-	149,970
Additions	-	-	-	-	-	-	-	-	-	-	98,401	98,401	98,401
Contributions	81,639	4,835	28,246	48,978	10,217	3,481	2,099	23,606	6,258	209,359	-	-	209,359
Transfers	67,089	(158)	2,763	451	(52,333)	73,072	(24)	745	1,973	93,578	(92,090)	(92,090)	1,488
Write-off	-	-	-	-	-	-	-	-	-	-	(16,772)	(16,772)	(16,772)
Disposal	(7,564)	(83)	(517)	(76)	(1,590)	(251)	(64)	(400)	(220)	(10,765)	-	-	(10,765)
	141,164	4,594	30,492	181,400	(43,706)	76,302	2,011	23,951	25,934	442,142	(10,461)	(10,461)	431,681
Movements in accumulated depreciation													
Depreciation and amortisation	(14,601)	(2,403)	(6,102)	(10,637)	(4,712)	(2,860)	(890)	(7,084)	(2,829)	(52,118)	-	-	(52,118)
Accumulated depreciation of disposals	4,006	26	107	34	709	119	15	90	51	5,157	-	-	5,157
Accumulated depreciation on revaluation	-	-	-	(21,385)	-	-	-	-	(5,365)	(26,750)	-	-	(26,750)
Transfers	(3)	-	-	-	16,375	(16,375)	-	-	-	(3)	-	-	(3)
	(10,598)	(2,377)	(5,995)	(31,988)	12,372	(19,116)	(875)	(6,994)	(8,143)	(73,714)	-	-	(73,714)
At fair value 30 June 2025	1,214,286	165,849	500,789	1,185,566	105,323	76,302	58,291	438,073	150,009	3,874,488	99,570	99,570	3,974,058
Accumulated depreciation at 30 June 2025	(171,642)	(32,085)	(88,136)	(188,720)	(41,586)	(19,116)	(9,455)	(73,069)	(44,492)	(668,301)	-	-	(668,301)
Carrying amount	1,042,644	133,764	412,653	976,846	63,737	57,186	48,836	365,004	105,517	3,206,187	99,570	99,570	3,305,757

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period years	Threshold Limit \$ '000
Asset recognition thresholds and depreciation periods		
Land and land improvements		
Land	N/A	–
Land under roads	N/A	–
Buildings		
Buildings	50	–
Plant and Equipment		
Plant and machinery	5	5
Furniture and equipment	3-5	5
Library assets	10	–
Infrastructure		
Roads	10-100	10
Bridges	25-100	25
Other	20-100	–
Footpaths	10-61	10
Car parks	10-70	10
Drainage works	80-100	25
Recreation facilities	3-30	–
Kerb and channel	10-70	10
Traffic management	10-70	10

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 Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

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 component is expensed.

Valuation of land and buildings

Valuation of land and land under roads was undertaken by qualified independent valuers Opteon Pty Ltd (API No. 102351). The valuation of land is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) 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.

Valuation of buildings was undertaken by qualified independent valuers Odysseus-imc Pty Ltd/Asset Management Consultants. The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

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.

The date and type of the current valuation is detailed in the following table. An indexed based revaluation was conducted in the current year for land and land under roads based on Valuer General Victoria and buildings based on the Rawlinson's Australian Construction Handbook. A full revaluation for land, land under roads and buildings were in 2021/2022, 2023/24 and 2022/23 respectively. A full revaluation will be conducted in 2025/2026 for land 2027/28 land under roads and 2026/27 for buildings.

Details of Council's land and buildings and information about the fair value hierarchy (refer to Note 8.4 for hierarchy definition) as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Non-specialised Land	–	90,546	–	Jun/25	index
Specialised land	–	–	812,209	Jun/25	index
Land Under Roads	–	–	207,957	Jun/25	index
Buildings	–	–	362,259	Jun/25	index
Total	–	90,546	1,382,425		

Valuation of Infrastructure

Valuation of infrastructure assets has been determined in accordance with an independent valuation undertaken by Brightly Siemens.

The date and type of the current valuation is detailed in the following table. An indexed based revaluation was conducted in the current year for all infrastructure assets in the current year and this valuation was based on the Rawlinson's Australian Construction Handbook. A full revaluation for recreational, leisure & community facilities and traffic management assets was conducted in 2021/22 and the next full revaluation of these assets will be in 2025/26.

A full revaluation for drainage was conducted in 2022/23 with a full revaluation due in 2026/27.

Bridges, footpaths, car parks, roads and kerb and channel were subjected to a full revaluation in 2023/24. A full revaluation of these assets will be conducted in 2027/28.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of Council's infrastructure and information about the fair value hierarchy (refer to Note 8.4 for hierarchy definition) as at 30 June 2025 are as follows:

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Roads	—	—	1,042,644	Jun/25	index
Bridges	—	—	133,764	Jun/25	index
Footpaths and cycleways	—	—	412,653	Jun/25	index
Drainage	—	—	976,846	Jun/25	index
Recreational, leisure & community facilities	—	—	63,737	Jun/25	index
Parks, open space & streetscapes	—	—	57,186	Jun/25	Index
Off street car parks	—	—	48,836	Jun/25	index
Traffic management	—	—	105,517	Jun/25	index
Kerb and channel	—	—	365,004	Jun/25	index
Total *	—	—	3,206,187		

(*) An assessment was undertaken based on applicable indices to ensure that the carrying amount approximated fair value.

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Specialised land include Council reserves, public car parks, sports grounds, ovals and playgrounds.

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 between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$815 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$240 to \$6,700 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 2 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated 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 and vary from 2 years to 50 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2025 \$ '000	2024 \$ '000
Reconciliation of specialised land		
Specialised Land	812,209	670,353
Land Under Roads	207,957	168,745
Total specialised land	1,020,166	839,098

6.3 Investments in associates, joint arrangements and subsidiaries

Community Asset Committee

All entities controlled by Council that have material income, expenses, assets or liabilities, such as community asset committees, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Melton City Council is the parent entity.

Subsidiaries and Associates

Council has no interests in subsidiaries or associates.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Melton City Council. The Councillors, Chief Executive Officer and Executive Directors are deemed KMP.

Details of KMP at any time during the year are:

Councillors

Councillor Steve Abboushi (Mayor from 21 November 2024)
Councillor Kathy Majdlik (Mayor to 26 October 2024)
Councillor Lara Carli
Councillor Bob Turner
Councillor Sophie Ramsey
Councillor Ashleigh Vandenberg
Councillor Julie Shannon
Councillor John Verdon (from 8 November 2024)
Councillor Dr Phillip Zada (from 8 November 2024)
Councillor Brandi Morris (from 8 November 2024)
Councillor Goran Kesic (to 26 October 2024)
Councillor Justine Farrugia (to 26 October 2024)

		2025 No.	2024 No.
Total Number of Councillors		12	9
Chief Executive Officer	Roslyn Wai	1	1
Director Organisational Performance	Brandon Howard (from 23 June 2025)	1	–
Director Organisational Performance	Peter Leersen (from 1 July 2024 to 23 June 2025)	1	1
Executive Lead Strategic Initiatives	Luke Shannon (from 1 July 2023 to 29 October 2023)	–	1
Director City Delivery	Neil Whiteside	1	1
Director City Life	Troy Scoble	1	1
Director City Futures	Sam Romaszko	1	1
Head of People & Customer	Angela Hays (from 29 July 2024 to 27 June 2025)	1	–
Head of Governance	Megan Kruger (from 1 July 2023 to 2 April 2024)	–	1
Head of Governance	Emily Keogh	1	1
Head of People & Customer	Sarah Noel (from 1 July 2024 to 31 July 2025)	1	1
Total Number of Key Management Personnel		21	18

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2025 \$ '000	2024 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,552	2,711
Other long-term employee benefits	30	35
Post-employment benefits	204	206
Total	2,786	2,952

	2025 No.	2024 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	2	—
\$20,000 - \$29,999	3	—
\$30,000 - \$39,999	4	5
\$40,000 - \$49,999	—	1
\$50,000 - \$59,999	1	1
\$60,000 - \$69,999	1	1
\$80,000 - \$89,999	—	1
\$90,000 - \$99,999	—	1
\$100,000 - \$109,999	1	—
\$190,000 - \$199,999	—	1
\$220,000 - \$229,999	—	1
\$240,000 - \$249,999	1	—
\$250,000 - \$259,999	2	—
\$290,000 - \$299,999	—	2
\$300,000 - \$309,999	3	1
\$310,000 - \$319,999	2	1
\$330,000 - \$339,999	—	1
\$400,000 - \$409,999	—	1
\$410,000 - \$419,999	1	—
	21	18

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Notes to the Financial Statements

for the year ended 30 June 2025

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.

	2025 \$ '000	2024 \$ '000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	4,752	3,499
Other long-term employee benefits	60	155
Post-employment benefits	531	373
Total	5,343	4,027

	2025 No.	2024 No.
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The number of other senior staff are shown below in their relevant income bands:

Income Range:		
\$170,000 - \$179,999	–	2
\$180,000 - \$189,999	1	2
\$190,000 - \$199,999	6	6
\$200,000 - \$209,999	9	1
\$210,000 - \$219,999	8	3
\$220,000 - \$229,999	2	4
\$240,000 - \$249,999	–	1
\$280,000 - \$289,999	1	–
	27	19

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

7.2 Related party disclosure

(a) Transactions with related parties

No transactions other than remuneration payments or the reimbursement of approved expenses were entered into by Council with Key Management Personnel, or Related Parties of such Key Management Personnel during the reporting year. If any such transactions are entered into by Council, they are at arms-length.

(b) Outstanding balances with related parties

There are no outstanding balances with related parties as at 30 June 2025 (2024: Nil).

(c) Loans to/from related parties

No loans have been made, guaranteed or secured by the Council to Key Management Personnel of the Council during the reporting period (2024: Nil).

(d) Commitments to/from related parties

There are no commitments to or from related parties as at 30 June 2025 (2024: Nil).

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

At balance date Council was aware of Developer contributions to be received in respect of estates currently under development expected to be in the range of \$270 million to \$300 million (2024: \$310 million to \$340 million).

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations 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; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

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.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

MAV Workcare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six-year liability period following the cessation of the Scheme (to 30 June 2027). At the end of the liability period, an adjustment payment may be required (or received). The determination of any adjustment payment is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria.

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there was a \$5.86 million impact to the fair valuation of buildings and infrastructure assets due to the assessment of the amendments to AASB 13 by Council.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, managed funds, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the material 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. Council's exposure to market risk is primarily through fair valuation and interest rate risk with some price risks exposure in managed funds and and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. 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 through its cash and deposits that are at floating rates.

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 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 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. Particularly significant areas of credit risk exist 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

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

- 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 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).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the Balance Sheet and the amounts related to financial guarantees, and is deemed insignificant based on prior periods' data and current assessment of risk.

Other than adding further funds to investment portfolio managed by VFMC, there has been no 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.

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 + 0.5% and -1.0% in market interest rates (AUD) from year-end rates of 5.1% for all term deposits and 6.4% for VFMC managed funds.

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.

8.4 Fair value measurement

Fair Value Hierarchy

The 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.

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

Council measures certain assets and liabilities at fair value where required or permitted by AAS. 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 AAS.

Council has considered the amendments to AASB 13 *Fair Value Measurement* that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have impacted Council's financial statements as follows

The current replacement cost of Council assets, buildings and infrastructure assets has increased by \$5.86 million due to the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets.

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

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

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, 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 ranging from 1 to 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	1 to 4 years
Buildings	1 to 4 years
Roads	1 to 4 years
Bridges	1 to 4 years
Footpaths and cycleways	1 to 4 years
Drainage	1 to 4 years
Recreational, leisure and community facilities	1 to 4 years
Waste management	1 to 4 years
Parks, open space and streetscapes	1 to 4 years
Other infrastructure	1 to 4 years

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

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

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount, in which case the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increase (decrease) \$ '000	Balance at end of reporting period \$ '000
9.1 Reserves			
(a) Asset revaluation reserves			
2025			
Property			
Land - specialised	123,218	—	123,218
Land - non specialised	234,893	—	234,893
Buildings	70,990	34,944	105,934
Buildings - non specialised	11,442	4,353	15,795
	440,543	39,297	479,840
Infrastructure			
Roads	397,917	—	397,917
Bridges	92,283	—	92,283
Footpaths and cycleways	162,574	—	162,574
Drainage	387,236	110,662	497,898
Recreational, leisure and community facilities	46,676	—	46,676
Offstreet car parks	6,611	—	6,611
Kerb and channel	93,602	—	93,602
Traffic management	7,690	12,558	20,248
Other infrastructure	679	—	679
	1,195,268	123,220	1,318,488
Total asset revaluation reserves	1,635,811	162,517	1,798,328
2024			
Property			
Land - specialised	123,218	—	123,218
Land - non specialised	234,893	—	234,893
Buildings	70,990	—	70,990
Buildings - non specialised	11,442	—	11,442
	440,543	—	440,543
Infrastructure			
Roads	518,407	(120,490)	397,917
Bridges	51,858	40,425	92,283
Footpaths and cycleways	21,584	140,990	162,574
Drainage	387,236	—	387,236
Recreational, leisure and community facilities	34,761	11,915	46,676
Offstreet car parks	—	6,611	6,611
Kerb and channel	—	93,602	93,602
Traffic management	7,690	—	7,690
Other infrastructure	679	—	679
	1,022,215	173,053	1,195,268

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

	Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
(b) Other reserves				
2025				
Restricted reserves				
Street trees/drainage	1,064	79	–	1,143
Community infrastructure	359,079	169,514	(189,216)	339,377
Total restricted reserves	360,143	169,593	(189,216)	340,520
Discretionary reserves				
Perpetual maintenance	148	11	–	159
Defined benefit call	421	31	–	452
Infrastructure and strategic investment	136,870	14,659	(12,624)	138,905
Capital reserve	14,068	–	(12,863)	1,205
Total discretionary reserves	151,507	14,701	(25,487)	140,721
Total Other reserves	511,650	184,294	(214,703)	481,241
2024				
Restricted reserves				
Street trees/drainage	999	65	–	1,064
Community infrastructure	314,054	139,930	(94,905)	359,079
Total restricted reserves	315,053	139,995	(94,905)	360,143
Discretionary reserves				
Perpetual maintenance	139	9	–	148
Defined benefit call	395	26	–	421
Infrastructure and strategic investment	122,873	13,997	–	136,870
Capital reserve	41,033	–	(26,965)	14,068
Total discretionary reserves	164,440	14,032	(26,965)	151,507
Total Other reserves	479,493	154,027	(121,870)	511,650

Street trees/drainage

Developer contributions for provision of drainage assets and street beautification.

Community infrastructure

Developer contributions collected to deliver community infrastructure within PSP and non-PSP areas in accordance with the *Planning and Environment Act 1987* and section 173 agreements.

Perpetual maintenance

Provision for perpetual maintenance of Melton Cemetery.

Public art

Provision for installation and maintenance of public art throughout the municipality.

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

Defined benefit call

Provision for potential future funding call under the Defined Benefits Superannuation scheme.

Infrastructure and strategic investment

Income generated from Atherstone estate set aside for strategic investment and major capital works.

Capital reserve

Provision for capital works carried forward from previous years.

	2025	2024
	\$ '000	\$ '000

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

Surplus/(deficit) for the year	392,481	293,515
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Non-cash adjustments:

Depreciation/amortisation	62,543	56,884
(Profit)/loss on disposal of property, infrastructure, plant and equipment	5,074	2,756
Fair value adjustments for investment property	125	(975)
Contributions - Non-monetary assets including rolling credits	(353,361)	(246,042)
Amounts disclosed in financing activities	147	217
Revaluation decrements of IPP&E direct to P&L	—	4,418

Change in assets and liabilities:

(Increase)/decrease in trade and other receivables	33,194	(4,435)
(Increase)/decrease in inventories	7	13
(Increase)/decrease in prepayments	(4,154)	159
Increase/(decrease) in contract assets	6,651	10,876
Increase/(decrease) in trade and other payables	13,477	2,699
Increase/(decrease) in provisions	1,613	2,037
(Decrease)/increase in other liabilities	(9,494)	9,532
(Decrease)/increase in contract and other liabilities	(3,680)	(8,459)
Net cash provided by/(used in) operating activities	144,623	123,195

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

The Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 due to lack of proportional split of the defined benefit liabilities, assets and cost between participating employers.

Continued on next page...

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary using triennial actuarial investigations with the last investigation as at 30 June 2024 conducted and completed by 31 October 2024. The vested benefit index (VBI) is used as an indicator. The VBI as at 30 June 2024 was 105.4%. A VBI above 100% is considered satisfactory.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

The 2024 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2024, further details of which are disclosed in the financial report for the year ended 30 June 2024.

Employer contributions

Defined benefit employer contributions can either be *regular contributions* or *funding calls*.

Regular contributions are based on 2024 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. The rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2024 triennial valuation and Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

The *Funding Calls* are made if Defined Benefit category is in unsatisfactory financial position at an actuarial investigation. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98%.

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2025.

The VBI of the Defined Benefit category was 110.5% as at 30 June 2025. The financial assumptions used to calculate the 30 June 2025 VBI were:

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.6% pa

Council was notified of the 30 June 2025 VBI during August 2025.

Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position at 30 June 2025 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category's funding arrangements from prior years.

Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2024-25 year.

Glossary of Financial Terms

- 1. Accounts receivable (AR)**
Accounts receivable (AR) definition: The amount of money owed by customers or clients to a business after goods or services have been delivered and/or used.
- 2. Accounting (ACCG)**
Accounting (ACCG) definition: A systematic way of recording and reporting financial transactions for a business or organization.
- 3. Accounts payable (AP)**
Accounts payable (AP) definition: The amount of money a company owes creditors (suppliers, etc.) in return for goods and/or services they have delivered.
- 4. Assets (fixed and current) (FA, CA)**
Assets (fixed and current) definition: Current assets (CA) are those that will be converted to cash within one year. Typically, this could be cash, inventory or accounts receivable. Fixed assets (FA) are long-term and will likely provide benefits to a company for more than one year, such as a real estate, land or major machinery.
- 5. Asset classes**
Asset class definition: An asset class is a group of securities that behaves similarly in the marketplace. The three main asset classes are equities or stocks, fixed income or bonds, and cash equivalents or money market instruments.
- 6. Balance sheet (BS)**
Balance sheet (BS) definition: A financial report that summarizes a company's assets (what it owns), liabilities (what it owes) and owner or shareholder equity at a given time.
- 7. Capital (CAP)**
Capital (CAP) definition: A financial asset or the value of a financial asset, such as cash or goods. Working capital is calculated by taking your current assets subtracted from current liabilities—basically the money or assets an organization can put to work.
- 8. Cash flow (CF)**
Cash flow (CF) definition: The revenue or expense expected to be generated through business activities (sales, manufacturing, etc.) over a period of time.
- 9. Certified public accountant (CPA)**
Certified public accountant (CPA) definition: A designation given to an accountant who has passed a standardized CPA exam and met government-mandated work experience and educational requirements to become a CPA.
- 10. Cost of goods sold (COGS)**
Cost of goods sold (COGS) definition: The direct expenses related to producing the goods sold by a business. The formula for calculating this will depend on what is being produced, but as an example this may include the cost of the raw materials (parts) and the amount of employee labour used in production.
- 11. Credit (CR)**
Credit (CR) definition: An accounting entry that may either decrease assets or increase liabilities and equity on the company's balance sheet, depending on the transaction. When using the double-entry accounting method there will be two recorded entries for every transaction: A credit and a debit.
- 12. Debit (DR)**
Debit (DR) definition: An accounting entry where there is either an increase in assets or a decrease in liabilities on a company's balance sheet.
- 13. Diversification**
Diversification definition: The process of allocating or spreading capital investments into varied assets to avoid over-exposure to risk.
- 14. Enrolled agent (EA)**
Enrolled agent (EA) definition: A tax professional who represents taxpayers in matters where they are dealing with the Internal Revenue Service (IRS).
- 15. Expenses (fixed, variable, accrued, operation) (FE, VE, AE, OE)**
Expenses (FE, VE, AE, OE) definition: The fixed, variable, accrued or day-to-day costs that a business may incur through its operations.
 - Fixed expenses (FE): payments like rent that will happen in a regularly scheduled cadence.
 - Variable expenses (VE): expenses, like labour costs, that may change in a given time period.
 - Accrued expense (AE): an incurred expense that hasn't been paid yet.
 - Operation expenses (OE): business expenditures not directly associated with the production of goods or services—for example, advertising costs, property taxes or insurance expenditures.
- 16. Equity and owner's equity (OE)**
Equity and owner's equity (OE) definition: In the most general sense, equity is assets minus liabilities. An owner's equity is typically explained in terms of the percentage of stock a person has ownership interest in the company. The owners of the stock are known as shareholders.

17. Insolvency

Insolvency definition: A state where an individual or organization can no longer meet financial obligations with lender(s) when their debts come due.

18. Generally accepted accounting principles (GAAP)

Generally accepted accounting principles (GAAP) definition: A set of rules and guidelines developed by the accounting industry for companies to follow when reporting financial data. Following these rules is especially critical for all publicly traded companies.

19. General ledger (GL)

General ledger (GL) definition: A complete record of the financial transactions over the life of a company.

20. Trial balance

Trial balance definition: A business document in which all ledgers are compiled into debit and credit columns in order to ensure a company's bookkeeping system is mathematically correct.

21. Liabilities (current and long-term) (CL, LTL)

Liabilities (current and long-term) definition: A company's debts or financial obligations incurred during business operations. Current liabilities (CL) are those debts that are payable within a year, such as a debt to suppliers. Long-term liabilities (LTL) are typically payable over a period of time greater than one year. An example of a long-term liability would be a multi-year mortgage for office space.

22. Limited Liability Company (LLC)

Limited Liability Company (LLC) definition: An LLC is a corporate structure where members cannot be held accountable for the company's debts or liabilities. This can shield business owners from losing their entire life savings if, for example, someone were to sue the company.

23. Net income (NI)

Net income (NI) definition: A company's total earnings, also called net profit. Net income is calculated by subtracting total expenses from total revenues.

24. Present value (PV)

Present value (PV) definition: The current value of a future sum of money based on a specific rate of return. Present value helps us understand how receiving \$100 now is worth more than receiving \$100 a year from now, as money in hand now has the ability to be invested at a higher rate of return.

25. Profit and loss statement (P&L)

Profit and loss statement (P&L) definition: A financial statement that is used to summarize a company's performance and financial position by reviewing revenues, costs and expenses during a specific period of time, such as quarterly or annually.

26. Return on investment (ROI)

Return on investment (ROI) definition: A measure used to evaluate the financial performance relative to the amount of money that was invested. The ROI is calculated by dividing the net profit by the cost of the investment. The result is often expressed as a percentage.

27. Individual retirement account

(IRA, Roth IRA Individual retirement account [IRA]) definition: IRAs are savings vehicles for retirement. A traditional IRA allows individuals to direct pre-tax dollars toward investments that can grow tax-deferred, meaning no capital gains or dividend income is taxed until it is withdrawn, and, in most cases, it's tax deductible. Roth IRAs are not tax-deductible; however, eligible distributions are tax-free, so as the money grows, it is not subject to taxes upon withdrawal.

28. 401K & Roth 401K

401k & Roth 401k definition: A 401K is a savings vehicle that allows an employee to defer some of their compensation into an investment-based retirement account. The deferred money is usually not subject to tax until it is withdrawn; however, an employee with a Roth 401K can make contributions after taxes. Additionally, some employers chose to match the contributions made by their employees up to a certain percentage.

29. Subchapter S Corporation (S-CORP)

Subchapter S Corporation (S-CORP) definition: A form of corporation (that meets specific IRS requirements) and has the benefit of being taxed as a partnership versus being subject to the "double taxation" of dividends with public companies.

30. Bonds and coupons (B&C)

Bonds and coupons (B&C) definition: A bond is a form of debt investment and is considered a fixed income security. An investor, whether an individual, company, municipality or government, loans money to an entity with the promise of receiving their money back plus interest. The "coupon" is the annual interest rate paid on a bond.



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12.2 ADVOCACY PRIORITIES

Author: Sean McManus - Manager, Advocacy & Government Relations

Presenter: Emily Keogh - Head of Governance

PURPOSE OF REPORT

To present Advocacy Priorities for Council consideration.

RECOMMENDATION:

That Council endorse the Advocacy Priorities as presented in **Appendix 1**.

Motion

Crs Majdlik/Vandenberg.

That Council endorse the Advocacy Priorities as presented in **Appendix 1**.

For: Crs Abboushi, Carli, Majdlik, Morris, Ramsey, Turner, Vandenberg, Verdon and Zada

Against: Nil

Abstain: Nil

CARRIED UNANIMOUSLY

REPORT

1. Executive Summary

Council's advocacy priorities were previously reviewed in 2023 following the Federal and Victorian State elections held in 2022. Since this time there has been commitments to, and investments made in the City of Melton by both the Australian and Victorian Governments.

In accordance with Council's Advocacy Policy, advocacy priorities are reviewed and evaluated following state and federal budget and election cycles and aligned to the Council and Wellbeing Plan. With a new Council elected in November 2024 and a new Council and Wellbeing Plan adopted at the July 2025 Council Meeting, a full review of priorities has been undertaken.

2. Background/Issues

Melton City Council has a long-standing proactive advocacy agenda to seek investment in services and infrastructure that are beyond the scope of local government to deliver.

Council has taken a constructive and aspirational approach to advocacy. Advocacy is undertaken through meetings with local State and Federal Members of Parliament, meetings with Ministers and Shadow Ministers, state and federal budget submissions, engagement with government departments, dedicated campaigns during election cycles, media activity, community engagement and ongoing engagement and correspondence with key decision makers.

Advocacy priorities are based on current and emerging need underpinned by a strong evidence base including but not limited to the Council and Wellbeing Plan, Annual Household Survey, dedicated research, service needs and demands, and alignment to government policy.

Council has actively engaged with all levels of government to ensure advocacy priorities are understood and positioned for investment success. Council aims to work in partnership with other levels of government to secure investment in infrastructure and services that will improve liveability and economic prosperity for the City of Melton community.

Some highlights in the investments made in the City of Melton by the Australian and Victorian Governments include:

- Australian Government investing more than \$1.5 million to fully fund the Melton Suburban University Study Hub located at the Melton Library and Learning Centre until November 2027.
- Joint investment by the Australian and Victorian Governments in a community services hub currently under construction in Cobblebank. The Federal Government has contributed \$15 million and the Victorian Government \$4.6 million with Council contributing \$53 million.
- The Victorian Government investing \$1 billion to construct the new Melton Hospital in Cobblebank.
- The Victorian Government removing seven level crossings in the City of Melton, building a new Melton train station and investing \$650 million to upgrade the Melton rail line.
- The Victorian Government building a new TAFE facility in Cobblebank.
- The Australian Government investing \$1 billion to upgrade the Western Highway between Caroline Springs and Melton.
- The Australian and Victorian Governments jointly investing \$300 million to construct the Calder Park Drive interchange on the Calder Freeway.
- The Australian Government investing \$15 million in the Aquatic and Leisure Centre in Plumpton.
- The Victorian Government investing in new bus routes connecting passengers in growth areas to train stations including Mt. Atkinson, Thornhill Park and Deanside estates.
- The Victorian Government upgrading sections of the Melton Highway including creating a signalised intersection at Leakes Road.
- Significant investment from both the Australian and Victorian governments to build and upgrade schools, parks, sport and recreation facilities, local roads, community centres and active transport links.

These investments are highly valued along with the support of local Federal and State Members of Parliament who have advocated strongly for ongoing investment to support the City of Melton's growing community.

The City of Melton has a current population of more than 240,000 that will grow to more than 455,000 by 2046, with the number of dwellings to grow from over 81,000 to 160,000. As one of the fastest growing local government areas in Australia, further government investment is needed to create a liveable city.

The revised advocacy priorities represent community need to access jobs, education, health, transport and to improve environmental and financial sustainability. The Advocacy Priorities have been reviewed in consideration of the following:

- investment and commitments that have been made by the Australian and Victorian governments
- an analysis of existing priorities to ensure they reflect a current evidence base and alignment to Council and Government priorities
- emerging community needs
- ensuring alignment to the newly adopted Council and Wellbeing Plan and Year 1 Action Plan
- alignment to advocacy partners including LeadWest, National Growth Areas Alliance and Outer Metropolitan Councils.

The revised investment asks are structured under the following six priorities:

- **Employment and Investment Attraction** - Investment in infrastructure and job creation to create a prosperous local economy.
- **Education and Skills** - Investment in state-of-the-art education from early years to tertiary to address workforce gaps and enable our community to reach their potential and be workforce ready.
- **Health and Wellbeing** – Investment in the needs of each generation for an active, healthy, socially connected community.
- **Transport** – Investment in critical transport infrastructure services (such as roads and public transport) to deliver a connected, accessible, and productive community.
- **Environment** – Investment in managing waste, green canopy and renewable energy to protect the environment for future generations.
- **Financial Sustainability** – Investment in Council and its projects to ensure financial viability.

The Advocacy Priorities are outlined in Appendix 1 for Council consideration.

Subject to adoption by Council, an Advocacy Priorities booklet will be developed that will provide further and more detailed context to the advocacy priorities, including specific scope of transport asks and supporting evidence base. The Advocacy priorities will inform state and federal government submissions, ongoing engagement with government and state and federal election campaigns.

3. Council and Wellbeing Plan Reference and Policy Reference

The Melton City Council 2025-2029 Council and Wellbeing Plan references:

3. A progressive and trusted Council

3.4 A future focused organisation where success is measured by outcomes, impact and continuous improvement.

4. Financial Considerations

Council's advocacy priorities are generally geared toward attracting investment from other levels of government for services and infrastructure outside the scope of local government to deliver. Some advocacy priorities are aligned to seeking co-investment and to build facilities and deliver services to offset Council investment. Some priorities also align with grant opportunities which require co-investment from Council. Grant attraction is structured around seeking investment for projects in the endorsed capital plan and have funding allocated. This ensures that co-investment from Council for projects is aligned to existing budget commitments.

Supporting materials including the Advocacy Priorities booklet and dedicated campaigns form part of Council's recurrent budget.

5. Consultation/Public Submissions

Advocacy Priorities are informed by community need and engagement undertaken through the annual household survey, service planning and targeted research. Importantly advocacy priorities align to the Council and Wellbeing Plan that is underpinned by significant community engagement to reflect the aspirations of the City of Melton community.

6. Risk Analysis

It is important to note that the advocacy priorities outlined in Appendix 1 do not represent all the advocacy Council undertakes with issues such as improved service provision, facility and open space development and road safety and investment needs forming part of Council's ongoing government and stakeholder relations and grant attraction program.

The advocacy priorities support the investment needs of the city's growing community to ensure our community has access to transport, community infrastructure and health and education services. The strategic identification and development of advocacy priorities guide Council's ongoing government and stakeholder relations and grant attraction program to secure investment.

Council adopting a clear and concise list of advocacy priorities provides for focussed efforts by Council in seeking investment, consistency in messaging with government and stakeholders and with clarity of Council purpose for key government decision makers on the needs of our community.

Council's advocacy approach reflects the aspirations and needs of the City of Melton community.

7. Options

1. To adopt the advocacy priorities.
2. Amend the advocacy priorities.
3. To not adopt the advocacy priorities.

LIST OF APPENDICES

1. Advocacy Priorities 2025-2029

Advocacy Priorities 2025-2029



Priority	Asks	State / Federal	Short, Medium, Long term
Employment and investment	Fast track development of employment precincts in Derrimut Fields, Chartwell East, Warrawee, Warrensbrook and Ravenhall (Quarry Site).	State	Short
	Fund and build the Western Intermodal Freight Terminal (WIFT).	State Federal	Long
	Fund and construct the Outer Metropolitan Ring (OMR) (Road and Rail).	State Federal	Long
	Investment in a localised skilled workforce to fill existing gaps including educating a local workforce, paid placement to enable students to take leave whilst acquiring on-the-job experience and funding course fees to increase participation and an incentive program for workers within the City of Melton for early learning, MCH, education and health.	State	Short
Education and skills	Broaden courses in the new Melton TAFE beyond construction to skill the logistics, health, education and community services sectors.	State	Medium
	Investment for a Tier One University in Cobblebank to provide Health, Science and Engineering education.	State Federal	Medium
	Additional schools across the municipality aligned with growth.	State	Short
	The provision of specialised learning including STEM, Tech School, special needs learning and English Language.	State	Short
	Investment in additional libraries and ongoing library services in the City of Melton.	State	Short

Advocacy Priorities 2025-2029



Priority	Asks	State / Federal	Short, Medium, Long term
Health and wellbeing	Fund Early Years education and wellbeing programs including extending Building Blocks beyond 2032, ongoing funding for facility maintenance, MCH suites and the CALD outreach program and increased funding for resource capacity in child protection referrals and supported playgroups.	State	Short - medium
	Additional programs for youth engagement to provide mental health, skills training, early intervention for homelessness and crime prevention, creative arts and sports, and wrap around family services to break generational disadvantage.	State Federal	Short
	Support the delivery of Aged Care services including localised providers not based in Brimbank, increase in the service charges payable to council by the Federal Government to cover gaps between funding and the cost-of-service delivery, and for service delivery regions to be aligned with Council boundaries.	Federal	Short
	Localised community and allied health service provision for adults and children including mental health, family violence prevention and outreach programs for the community including culturally safe first nations and CALD community services.	State Federal	Short
	Investment in community infrastructure, sporting, recreation and active open spaces including the delivery of the Kororoit and Toolern Regional Parks.	State Federal	Short - medium
	A partnership with all levels of government, developers and social housing providers to deliver new affordable and social housing in the City of Melton.	State Federal	Medium - Long

Advocacy Priorities 2025-2029



Priority	Asks	State / Federal	Short, Medium, Long term
Transport	Investment in an Outer Roads Package to upgrade roads and interchanges that are critical to employment and residential growth including: - increased capacity, urbanisation and upgraded interchanges on the Western Highway including Bulmans, Ferris, Mt Cottrell, Paynes, Leakes, Hopkins, and Christies Roads - duplication and urbanisation of the Melton Highway - duplication of the Ferris Road Rail Bridge - duplication and urbanisation of Hopkins Road - the declaration and upgrade to the Palmers Road Corridor north of the Western Freeway (Robinsons Road, Westwood Drive and Calder Park Drive) - declaration and upgrade of Taylors Road.	State Federal	Short
	Electrification of the Melton Line with works to be undertaken concurrently with the Sunshine Station upgrade to activate in 2030.	State	Short
	Three new train stations: Mt Atkinson, Thornhill Park and Calder Park.	State	Short
	Reconfiguring existing bus routes and additional services in growth areas to increase frequency and efficiency.	State	Short
	Investment in the missing shared path network on major arterial roads, priority shared path networks and the Werribee River Shared Trail.	State Federal	Short - medium
Environmental sustainability	Investment in sustainability programs including the expansion of the Circular Economy Hub, Renewable Energy and Zero Carbon Initiatives, the implementation of Integrated Water management (IWM), Waste to Energy and increased tree canopy.	State Federal	Short
	Reinvestment of the Landfill Levy for Council-led waste and resource recovery infrastructure, local education and behaviour change programs, and Illegal dumping enforcement and clean-up.	State	Short

Advocacy Priorities 2025-2029



Priority	Asks	State / Federal	Short, Medium, Long term
Financial sustainability	Reinstatement of the Growing Suburbs Fund to a \$50 million funding pool	State	Short
	Review of the distribution of Growth Areas Infrastructure Contribution and Windfall Levy funds to direct a guaranteed percentage to councils from the local government area where funds are collected for investment into community infrastructure.	State	Short
	Increase in the Commonwealth local government Financial Assistance Grants to one percent of GDP.	Federal	Short
	Review of the cost recovery models for MCH, School Crossing Supervisors and aged care to rebalance to 50:50 cost share.	State Federal	Short-medium

12.3 DRAFT DOMESTIC ANIMAL MANAGEMENT PLAN 2026-2029

Author: Debbie Blandford - Acting Manager Community Safety

Presenter: Neil Whiteside - Director City Delivery

PURPOSE OF REPORT

To present the Draft Domestic Animal Management Plan 2026-2029 for Council's consideration for endorsement for community consultation.

RECOMMENDATION:

That Council:

1. Endorse the Draft Domestic Animal Management Plan 2026-2029, as presented at **Appendix 1**, for the purposes of community consultation.
2. Note a Final Draft Domestic Animal Management Plan 2026-2029 will be presented to a future Council Meeting for Council's consideration for adoption.

Motion

Crs Verdon/Zada.

That Council:

1. Endorse the Draft Domestic Animal Management Plan 2026-2029, as presented at **Appendix 1**, for the purposes of community consultation.
2. Note a Final Draft Domestic Animal Management Plan 2026-2029 will be presented to a future Council Meeting for Council's consideration for adoption.

For: Crs Abboushi, Carli, Majdlik, Morris, Ramsey, Turner, Vandenberg, Verdon and Zada

Against: Nil

Abstain: Nil

CARRIED UNANIMOUSLY

REPORT

1. Executive Summary

In accordance with the *Domestic Animals Act 1994* (Vic) (**DA Act**), all Victorian Council's must develop a Domestic Animal Management Plan (**DAMP**) every four years to provide strategic direction for Council's animal management services.

The Draft DAMP 2025-2029 (**Draft Plan**) has been prepared following both internal and external stakeholder engagement and community consultation through an information session, a survey via Council's Conversations Page, and social media posts.

The Draft Plan highlights the ongoing requirement for review and refinement of animal management services to ensure compliance with DA Act obligations and to meet community expectations. It also highlights the key challenges and proposed actions to address, noting a focus on a grass-roots approach that influences change in community values and behaviour and builds partnerships.

Subject to Council's consideration and endorsement of the Draft Plan, it is proposed to seek community comment on the Draft Plan for a fourteen-day period, noting the proposed final DAMP 2026-2029 will be presented to a future Council Meeting for Council consideration on final adoption, ahead of submission to the Victorian Government by 4 December 2025.

2. Background/Issues

Council has a legislative obligation to provide animal management services in line with the DA Act and must continue to review and refine service levels to ensure compliance with these obligations.

In accordance with the DA Act, all Victorian councils must develop a DAMP every four years from 4 December 2021. A DAMP is a 4-year plan that guides the planning and management of services, primarily relating to cats and dogs but also other small pets.

At its meeting on 25 October 2021, Council resolved that it:

1. *Adopts the Domestic Animal Management Plan 2021-2025, as presented at **Appendix 1**.*
2. *Submits the Domestic Animal Management Plan 2021-2025 to the Secretary of the Department of Jobs, Precincts and Regions for approval.*

Council is now required to develop a new DAMP with the adoption of the DAMP 2026-2029 required no later than 4 December 2025 in accordance with the DA Act.

Issues

Regulatory Context

Council is required under the DA Act to prepare a new DAMP every 4 years to evaluate the effectiveness of animal management services, including review staff training, policies and operational plans.

The Victorian Government and Council legislative requirements considered in developing the DAMP include:

Victorian Government legislation, plans and initiatives

- Domestic Animals Act 1994 (Vic)
- Victorian Cat Management Strategy
- Victorian Targeted Cat Desexing Program
- Code of Practice for the Management of Dogs and Cats in Shelters and Pounds
- Animal Welfare Action Plan

Melton City Council

- Local Law 2025

Planning Context

An integrated planning approach was adopted for the development of the Draft Plan to ensure the identification of all relevant matters relating to pets and owners.

Importantly, the Draft DAMP:

- ensures service objectives and recommendations are consistent with the Council and Wellbeing Plan 2025-2029 and other service planning documents,
- identifies internal and community partnerships necessary to achieve the outcomes desired from the DAMP, and
- identifies the role that the Council will play in implementing the recommendations.

The Draft Plan has also been developed with the recognition that community expectations have changed in relation to the role of local government in terms of the care and treatment of animals. It also acknowledges the pressure to provide a service that transcends baseline legislated service obligations as outlined in the DA Act.

Purpose of a DAMP

The purpose of the DAMP is to provide strategic direction for Council's animal management services for the next 4 years. At a minimum, the DAMP must:

- Set out a method for evaluating whether the animal control services provided by Council are adequate to give effect to the requirements of the DA Act and the regulation;
- Outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of the DA Act; and
- Outline programs, services and strategies which Council intends to pursue, including:
 - to promote and encourage the responsible ownership of dogs and cats;
 - to ensure that people comply with the DA Act, the regulations and any related legislation;
 - to minimise the risk of attacks by dogs on people and animals;
 - to address any over-population and high euthanasia rates for dogs and cats;
 - to encourage the registration and identification of dogs and cats;
 - to minimise the potential for dogs and cats to create a nuisance;
 - to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs and to ensure that those dogs are kept in compliance with the DA Act and the regulations;
 - provide for the review of existing orders made under the DA Act and local laws with a view to determining whether further orders or local laws dealing with the management of dogs and cats are desirable;
 - provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary; and
 - provide for the periodic evaluation of any program, service, strategy or review outlined under the DAMP.

Development of the DAMP 2026-2029

The Draft Plan has been developed in consultation with key internal and external stakeholders and in consideration of key research and evidence which reinforces the positive benefits from owning pets. There is also extensive research available on the health benefits of owning and exercising a dog, particularly the social dynamics associated with dog owners interacting, all of which have contributed to the development of the Draft Plan.

As part of the development of the Draft Plan a number of key challenges have been identified as follows:

- The management and care of semi-owned and stray cats
- The management/control of dogs in public places
- Pound and shelter facilities

The Draft Plan highlights the ongoing requirement for review and refinement of services to ensure compliance with DA Act obligations and to meet community expectations. It also highlights the key challenges, as detailed above, and proposed actions to address, noting a focus on a grass-roots approach that influences change in community values and behaviour and builds partnerships.

The next step of the development of the DAMP is to present the Draft Plan for community engagement.

3. Council and Wellbeing Plan Reference and Policy Reference

The Melton City Council 2025-2029 Council and Wellbeing Plan references:

3. A progressive and trusted Council

3.4 A future focused organisation where success is measured by outcomes, impact and continuous improvement.

4. Financial Considerations

The resources required to implement the DAMP are included in the current Operational Budget and will be considered on an annual basis through the Annual Budget process.

5. Consultation/Public Submissions

As part of the development of the Draft Plan, Council's engagement consisted of internal workshops, engagement with Council's Animal Management Team, community pop up information session, information via Council's website (City of Melton Conversations Page), including a survey, and the opportunity to provide written submissions seeking information on Council's DAMP.

Subject to Council's consideration and endorsement of the Draft Plan, it is proposed to present the Draft for community consultation on the Draft Plan for a two-week period, between 28 October and 11 November 2025, noting the Final DAMP 2026-2029 will be presented to a future meeting of Council for Council's consideration for adoption and submission to the Victorian Government by 4 December 2025.

6. Risk Analysis

Community engagement is the next step for formal adoption for the DAMP. Failing to consult on the Draft DAMP presents risk that Council will fail to consider the feedback of the community of a document which will impact the community for a period of at least four years. As per Council's Community Engagement Policy, Council will seek to engage with the community in a meaningful manner, with genuine opportunities to inform projects and decisions that affect the community.

Not progressing to the next step of the development of the Draft DAMP, presents risk that Council will not be in a position to consider adoption of the Domestic Animal Management Plan 2026-2029 ahead of the timeframe required by the DA Act being 4 December 2025.

7. Options

Council may:

1. Present the Draft Plan to the community for consultation, for a fourteen day period commencing no earlier than 28 October 2025;
2. Decide not to present the Draft Plan to the community for engagement, noting the risks outlined in the Risk Analysis section of this report.

LIST OF APPENDICES

1. Draft Domestic Animal Management Plan 2026-2029

MELTON CITY COUNCIL



**DRAFT
DOMESTIC
ANIMAL
MANAGEMENT
PLAN
2026-2029**

melton.vic.gov.au





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Acknowledgement of Country

Melton City Council acknowledges the Kulin Nations as the Traditional Owners and custodians of this land and pays respect to their Elders past and present.

Definitions

AIAM	Australian Institute of Animal Management
AMOs	(Council) Animal Management Officers
Authorised Officer	A person authorised by Council under the <i>Local Government Act 1989</i> (Vic) or the <i>Domestic Animals Act 1994</i> (Vic) as an Authorised Officer
AVA	Australian Veterinary Association
DA Act	<i>Domestic Animals Act 1994</i> (Vic)
DAMP	Domestic Animal Management Plan
Designated off-lead area	Areas where dogs can be exercised off-lead, noting dogs must be kept under effective control
Effective control	Effective control means dogs must be on a leash, chain or cord in a Public Place unless in a designated dog off-leash area. Dogs in designated off-leash areas must respond to their owner's verbal commands to be effectively recalled
LG Act	<i>Local Government Act 2020</i>
LGA/s	Local Government Authority/ies
Local Laws	Legislation made by Council pursuant to the <i>Local Government Act 2020</i>
Orders in Council	Legislation made by Council pursuant to the <i>Domestic Animals Act 1994</i> (Vic)
Owner	Registered owner of pet or carer of the pet
Council	Melton City Council
Pet Survey	Melton Pet Survey 2025
POCTA legislation	<i>Prevention of Cruelty to Animals Act 1986</i> (Vic)
RSPCA	Royal Society for the Prevention of Cruelty to Animals
Public place	Includes all streets, roads, footways, reserves, parks, schools etc.

Vision for 2051

In 2051, our vibrant and inclusive community thrives with safety, sustainability, health and innovation.

- We cherish diversity, foster community relationships. And provide abundant opportunities.
- We are progressive in promoting liveability, sustainability, and greater proximity to transport links.
- We nurture our natural environment as we grow.
- We are a safe and healthy community with quality open spaces and places to support active lifestyles, mental health, and wellbeing. We have access to a hospital and local health and community services.
- We are known as a learning city and we value education, innovation, as well as delivering local employment and investment opportunities.
- Melton City Council - Council and Wellbeing Plan 2025-29

*This vision was established in the 2021 DAMP and holds true for the service as we implement the 2026-2029 DAMP.



Animal management services: what we want to achieve*

A service that responds to industry best practice when it comes to the care and management of pets, while working closely with the community to ensure outcomes are optimal for pets, the environment, and the wider community.

The values we want our service to be recognised for:

- being approachable, friendly and helpful
- creating and maintaining safe environments for the community
- professionalism that is underpinned by knowledge and an openness to social-scientific research and innovation that will help address service needs
- consistency, even-handedness and understanding when applying Council and government policy and legislation

We understand and acknowledge:

- that science demonstrates animals are 'sentient'. That is, they experience feelings and emotions such as pleasure, comfort, discomfort, fear and pain
- the important role that pets play in the City of Melton's households and the social, emotional, mental and physical benefits of pet ownership
- that pet owners have a responsibility to ensure their pets do not adversely impact on other pets, people or the environment; and to ensure their safety and wellbeing
- some of our service challenges are complex and solutions may trigger competing interests and points of view
- that we need the community to understand our service challenges and work with us to help resolve them
- openness to partnerships with key stakeholders to investigate opportunities to address service priorities and challenges.

1. What is a Domestic Animal Management Plan (DAMP)?

A Domestic Animal Management Plan (DAMP) is a 4-year plan that guides the planning and management of services, primarily relating to cats and dogs but also other small pets.

The DAMP reviews the effectiveness of current service levels, identifies new issues and existing issues that are escalating. It also articulates the principles that underpin the service, strategies for addressing issues and opportunities, and, the resources required to achieve the best outcomes in line with available budget.

Importantly, the DAMP:

- ensures service objectives and recommendations are consistent with the Council and Wellbeing Plan and other service planning documents
- identifies internal and community partnerships necessary to achieve the outcomes desired from the DAMP
- identifies the role that Council will play in implementing recommendations.



2. People and pets in the City of Melton

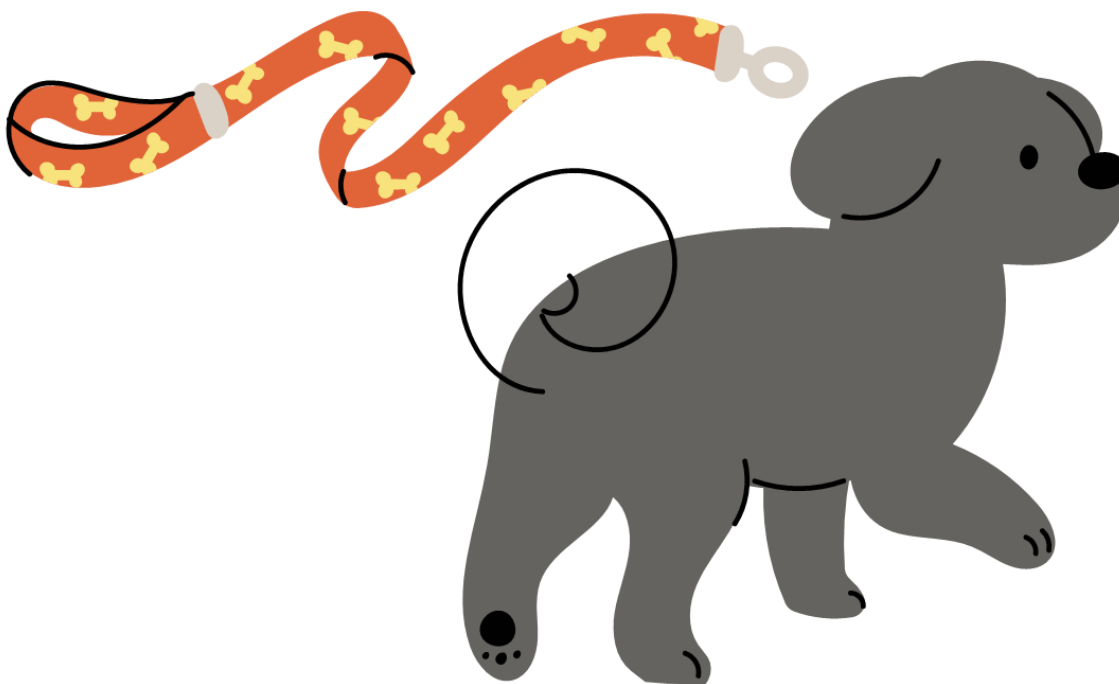
2.1 What residents say about their pets

Consistent with industry research, pets are an important component of City of Melton households where they are recognised for the health and wellbeing, companionship and social benefits they bring to their families. As is the case across the nation, pets are not considered an adjunct to City of Melton households but as an important member of the family.

The DAMP survey¹ indicates City of Melton households continue to regard their pets as an important part of their family (97 per cent) and state it is important to have an animal in their life (92 per cent). Survey respondents acknowledge the importance of the unconditional affection provided by their pets (94 per cent), their comfort in times of need (94 per cent) and as a key inspiration for living (83 per cent).

Consistent with the 2021 community survey results, the current survey demonstrates pets are an important channel through which people connect. 68 per cent percent of respondents talk to more people because of their pet, 46 per cent have more to do with neighbours, and 42 per cent of respondents have looked after a neighbour's pets. As might be expected, these interactions are even more pronounced in relation to dog owners.

Pet owner relations with Council can be strengthened when Council communicates its understanding of the importance of pets. This in turn can lead to enhanced relationships to address challenges associated with pets.



¹ DAMP survey, June 2025

2.2 Demographic implications for the DAMP

Dogs are part of an estimated 48 per cent of Australian households, with 75 per cent of these households owning one dog and 21 per cent owning 2 dogs. Cats are part of an estimated 33 per cent of Australian households of which the 67 per cent have one cat, 23 per cent two cats, and 10 per cent three or more cats.

Of the 69% of pet owning households in Australia²:

86% have children under 18

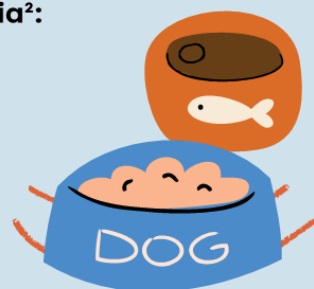
75% live in multi-person households

79% are 18-24, **80%** are 25-39

74% live in rural or regional areas

73% are from a non-CALD background

72% are homeowners as opposed to 36% renters



This is particularly relevant to the planning of animal management services because many of these factors correlate with the City of Melton's demographic profile.

For example, in comparison to the Greater Melbourne Area (GMA), City of Melton has a higher proportion of:

- multi-person households (41.4 per cent vs 59.8 per cent)
- children under the age of 18 (21.5 per cent vs 28.4 per cent). This age cohort is estimated to increase to 30.1 per cent by 2031 in the City of Melton
- residents owning or buying a home (65 per cent vs 72 per cent).
- lower proportion of residents renting (20.7 per cent vs 26.8 per cent).

Other demographic factors have particular implications for Animal Management services in the City of Melton including³:

- the significant proportion of the population born overseas (35.7 per cent) which can impact the degree of comfort or discomfort particularly in relation to dogs, fear of dogs and safe practices around dogs.
- the large proportion of residents who are on a low income or who receive benefits. This can impact on the household capacity to care for pets appropriately or long term, particularly in times of economic downturns.

² Pets in Australia: A national survey of pets and people; Animal Medicines Australia 2022; p12

³ Compared to the Greater Melbourne Area

3. Animal management services

3.1 Staff roles and responsibilities

Animal management services are delivered through the Animal Management Unit, which is part of Council's Community Safety Business Unit. The following provides an overview of the Animal Management team:

Roles and key responsibilities

Coordinator - Animal management

Responsible for the overall management of the Ranger and Pound Services teams; budget control; marketing/promotion; officer training; community engagement; and project management.

Administration support

Responsible for the day-to-day administration consisting of registrations, permits, notices to comply, invoicing, customer enquiries, annual registration rollover and data entry.

Team Leader - Ranger services

Responsible for the management of the Ranger Services team; service administration; assessing infield incidents, compiling incident reports and briefs of evidence and court matters; assisting with infield patrols; liaising with Domestic Animal Businesses; report writing; and community liaison engagements.

Rangers

Responsible for attending/investigating nuisance complaints and dog attacks; undertaking park patrols; responsible pet ownership education; collecting stray animals; seizure of animals; preparing briefs of evidence; on-call after hours service.

Team leader - Pound services

Responsible for pound operations; managing Animal Attendants, service administration, and report writing; developing and maintaining relations with rescue groups; assisting with pound operations; community engagement and relations.

Animal attendants

Positions vary between fulltime and permanent part time and are responsible for the impounding of animals; feeding/cleaning and welfare of animals in the pound; adoptions, reuniting pets with their owners; liaising with rescues/shelters for re-homing; responsible pet ownership education.



3.2 Staff training and expertise

Council is committed to ensuring that Animal Management Officers have the requisite skills and knowledge to respond to the demands of the service, and to ensure they are confident in their capacity to carry out their work safely.

Table 1: Training and review schedule

Training/education	Rangers	Animal attendants	Team leaders	Co-ordinator	Admin staff
Cert IV Animal Control/Gov't Reg./ Related Industry Experience	M	M	M	M	
Customer Service Training/ Dealing with Difficult Customers	M (1)	M (1)	M (1)	M (1)	M (1)
Animal Holding Facility/ Shelter Operations		M (2)	M (2)	M (2)	
Breed Identification	M (1)	M (1)	M (1)	M (1)	M (1)
Aggressive Dog Handling Training	M (1)	M (1)	M (1)	M (1)	
Bite Stick Training	M (2)	M (2)	M (2)	M (2)	
Animal Assessment	M (2)	M (2)	M (2)	M (2)	
Writing-Reports/Procedures/ General Correspondence	M (2)	M (2)	M (2)	M (2)	M (2)
Investigation/ Prosecution/ Statement Taking Training	M (2)	M (2)	M (2)	M (2)	M (2)
MARAM (Family Violence Multi-Agency Risk Assessment and Management Framework) (formerly CRAF)	M (1)	M (1)	M (1)	M (1)	
AIAM Conference			Team Allocation		
G2Z Conference			Team Allocation		
Livestock Training	M (2)	M (2)	M (2)		

Legend: M = Mandatory; (2) = Year of revision

3.3 The regulatory context of the service

Council is required by the *DA Act* to prepare a new Domestic Animal Management Plan every 4 years, to evaluate the effectiveness of the service including reviewing staff training, policies and operational plans.

The *DA Act* also requires consideration of key issues relating to the management of cats and dogs including:

- dangerous dogs, dog attacks
- nuisance issues such as stray/semi-owned cats, barking dogs and uncontained dogs
- minimising pet abandonment and euthanasia rates
- registration and microchipping of pets.

There are State Government and Council regulations that apply to the keeping and management of cats and dogs. These include:

State Government legislation, plans and initiatives

- *Domestic Animals Act 1994* (Vic)
- Victorian Cat Management Strategy
- Victorian Targeted Cat Desexing Program
- Code of Practice for the Management of Dogs and Cats in Shelters and Pounds
- Animal Welfare Action Plan

Melton City Council

- Local Law 2025



Melton City Council Local Law 2025

Part 6 of the Local Law 2025 regulates the keeping of Animals and to prohibit Owners of Animals from allowing those animals to be a nuisance.⁴ Part 6 of the Local Law 2025 is all relevant to the DAMP, but Council notes the following sections in particular:

Animal Litter

6.2.1 A Person who is in control of any Dog, Cat, Livestock or other Animal in or on a Public Place must:

- have in their possession a bag or other receptacle for the purpose of removing from the Public Place excrement from that Dog, Cat, Livestock or other Animal deposited in or on the Public Place;
- not allow excrement of the Dog, Cat, Livestock or other Animal to remain in or on the Public Place; and
- remove from the Public Place any excrement of the Dog, Cat, Livestock or other Animal if directed to do so by an Authorised Officer.

Animals kept in or on Council Land

6.4 A Person must not, without a Permit, and other than in accordance with the conditions of such Permit, keep any Animal in or on any Council Land.

Animal Keeping

6.5.1 The Owner or Occupier of a Property must not keep any Animal on that Property except in accordance with any relevant Code of Practice made under the:

- Prevention of Cruelty to Animals Act 1986*;
- Domestic Animals Act 1994*; or
- any other relevant Law

⁴ melton.vic.gov.au/Regulations/Local-Laws/General-local-law

Orders in Council

Council has made the 'Orders' pursuant to section 26 of the *DA Act*. These orders relate to:

- the compulsory desexing of cats
- the control of dogs when in public places
- the number of dogs people can have in their charge
- areas where dogs can be off the leash.

In the City of Melton dog/cat owners:

- **must have effective control over their dog whether on or off the leash (effective control means dogs must be on a leash, chain or cord in a Public Place unless in a designated dog off-leash area. Dogs in designated off-leash areas must respond to their owner's verbal commands to be effectively recalled)**
- **prevent their dog from worrying, chasing or threatening another person or animal**
- **keep their dog in visual and audible range when off the leash and be able to effectively recall the dog when required;**
- **not attempt to keep more than two dogs under effective control;**
 - carry sufficient litter devices appropriate for the collection of animal excrement and must immediately collect and dispose of the excrement as not to cause an inconvenience or nuisance to any other person **Council Order (29 April 2014) pursuant to section 26(2) of the *Domestic Animals Act 1994***
 - **the compulsory desexing of cats Council Order (26 June 2017) pursuant to section 10A(1) of the *Domestic Animals Act 1994*.**

3.4 The planning context of the service

The integrated planning approach taken for the DAMP ensured the identification of matters relating to pets and owners that are traditionally considered to sit outside the role of compliance operations.

Notwithstanding this, Council recognises that community expectations have significantly changed in relation to the role of councils in terms of the care and treatment of animals. It also acknowledges the pressure to provide a service that transcends baseline legislated service obligations as outlined in the *DA Act*.

This is highlighted through discussions with staff across a diverse range of Council service areas including:

- Recreation and open space assets
- Family, children and older adult services
- Services for people with diverse needs and from diverse backgrounds
- Information, technology and customer services
- Risk management/minimisation
- Finance
- Capital works

Council policy and planning documents were reviewed to identify research findings and recommendations relevant to the DAMP. These included the:

- Council and Wellbeing Plan, 2025-29
- Gender Equity Action Plan
- Open Space Plan, 2016-26
- Environment Plan, 2017-27

The DAMP has particular relevance to the following objectives in the Council and Wellbeing Plan 2025-29:

- 1.2.1 Implement improvements to enhance safety in our streets and public places (e.g. managing aggressive/menacing dogs)
- 2.4.2 Deliver fit-for-purpose community infrastructure that is accessible, inclusive and designed to enhance community safety (e.g. provision of designated off-leash areas).
- 2.6.4 Protect and enhance biodiversity and the cultural and heritage values across our city (e.g. reducing stray cat populations)
- 3.2.2 Develop a new Council website to improve accessibility of information available online (eg. provision of information in relation to Council and partner organisations' animal management services)
- 3.4.2 Implement Council's Technology Change Program to uplift core technology systems to improve service delivery (eg. use of customer enquiries data to target education/information campaigns in relation to responsible pet management)
- 3.4.3 Continue a program of service reviews to ensure services are fit for purpose to meet community needs (eg. pound feasibility)

A Gender Impact Assessment (GIA) was undertaken in line with State Government and Council policy. This highlighted:

- the vulnerability of, primarily women and children, in situations of domestic violence
- the vulnerability of and the need for specific actions to address the needs of pet owners and pets in these situations
- the vulnerability of pet owners experiencing economic hardship
- the need to ensure actions to address animal control and care issues employ gender and culture specific strategies to optimise outcomes.



4. Our priorities for the DAMP and why

Council has a legislative obligation to manage animal management services in line with the *DA Act* and continues to review and refine service levels to ensure compliance with these obligations.

Additionally, Council has identified that to address key challenges facing the service it must focus on a grass-roots approach that influences change in community values and behaviour and builds partnerships. This approach is underpinned by science and research and will focus the DAMP on:

- **The management and care of semi-owned and stray cats**

Research identifies the need to build trust between Council and carers of stray cats and owners of excessive numbers of cats; to encourage adoption, registration and desexing of stray cats; and where appropriate rehoming of cats through Council's pound and partner rescue groups. This is a priority because of the high and escalating number of customer enquiries relating to stray cats and concern for the health and wellbeing of these cats.

- **The management/control of dogs in public places**

Research identified a number of factors that need to be addressed in order to reduce customer enquiries relating to dogs. These include community-based programs which consider parallel enforcement and engagement initiatives to build trust and joint promotional opportunities between Council and the community. The focus will be on decreasing incidence of dog attacks, poor compliance with dog leashing regulations and ensuring secure confinement of dogs.

- **Pound and shelter facilities**

Council will investigate the merits of various pound/shelter provision models to identify which model will achieve the best short- and longer-term social/cultural, health and wellbeing (e.g. pets and people), and economic (e.g. service level security and viability) outcomes for the City.

Over the term of this DAMP Council will complete the Pound/Shelter Feasibility Study and develop a plan of action that will determine how pound and shelter services will be provided in the future.



5. Project findings

5.1 Service enhancement and profile

Service enhancement

Objective 1: To achieve best practice service delivery by regularly reviewing Council's capacity to provide a service the community has trust in and that is in line with community expectations of a modern-day service.

Council has invested additional resources in the improvement of Animal Management services over the last 4 years, resulting in:

- enhancements to pound/shelter facilities
- significantly improved perceptions of the City of Melton pound as an 'Animal Care Facility', the professionalism of staff and level of care of animals
- commencement of the Pound/Shelter Feasibility Study
- the appointment of two additional field officers
- strengthened relationships with rehoming groups
- increase in animals rehomed directly from the pound facility.

Significant in precipitating these additional resources was increased caseloads associated with dog rushes and dog attacks; poor compliance with containment of dogs and stray cats; and demand at the pound facility.

The service improvements have assisted in building a strong and committed service culture, that brings professionalism and extensive experience across all facets of the service, and that is building community trust.

While additional resources have added flexibility within the service, customer enquiry demand is continuing to increase placing pressure on the service to respond in required timeframes.



Profile of animal management services

As detailed in the DAMP 2021-2025 there remains an opportunity to continue to raise the profile of the service and promote vital aspects of the service the community may be unaware of.

For example, survey results indicate the community is relatively unaware pound staff undertake training to recognise pets and families that may be victims of domestic violence (21 per cent of respondents); that rangers attempt to return pets to owners rather than impound them (30 per cent of respondents); that impounded animals receive veterinary care when needed (52 per cent of respondents); and that staff liaise with over 50 rescue groups to rehome abandoned pets and minimise euthanasia rates (29 per cent of respondents).

There is an opportunity to profile new initiatives such as in-school programs and induction visits of the pound.

There is also an opportunity to increase the profile of the service through revised/updated details on Council's website and social media channels highlighting service enhancements and Council's commitment to the welfare of pets in their care.

These factors are essential to building community faith and trust in the service, to counter negative perceptions that are not necessarily accurate, and encourage community involvement to address service challenges.

Enhanced service levels including those relating to resourcing and expertise and infrastructure have resulted in Council being able to shelter and rehome double the number of cats as in the previous 5 years. As a result, this has improved the position responses of the community, and:

- doubled the monthly carrying capacity for cats
- increased the number of cats rehomed directly from the pound 4-fold from a 5-year average of 55 to 222 in the 2024/25 financial year
- decreased the pressure on volunteer cat rescue groups by an average of 16 per cent/116 cats per year
- maintained low levels of euthanasia despite an increased number of cats through the facility.

Actions to address findings

1. Increase promotion and profile of the service by:
 - a. reviewing Council's web page to identify opportunities to enhance the profile of the service and present a more engaging connection with the service
 - b. enhancing the profile of lost and found pets and the work of the pound

5.2 Registration and identification of pets

Objective 2: To increase and maintain cat and dog registrations in line with industry estimates.

There are 15,635 dogs and 5,800 cats on Council's registration database. This is 1,362 fewer dogs and 106 more cats than in 2021 when the last DAMP was prepared. This reduction in dog registrations and minimal increase in cat registrations is contrary to the significant increase in population (+55,650) and households (+22,389) since 2021.

The last four years, including the COVID pandemic period, has seen a significant increase in both cat and dog ownership in Australia resulting in an estimated 69 per cent of households owning a pet compared to 61 per cent prior to the pandemic. There has been a significant increase in both dog and cat ownership.⁵

Based on pre and post COVID pet ownership levels there are likely to be between 26,478 – 34,796 more dogs and between 25,131 – 37,667 more cats than are on the registration database.

By 2046 when the population is forecast to reach 363,485 and households to reach 160,103 and based on current estimated number of dogs and cats in the City of Melton (ie. current registrations + estimate of non-registered pets) it is likely dog and cat populations could be in the order of 100,000 and 85,000 respectively.⁶

This has significant implications for Council, particularly in terms of:

- the likely corresponding increase in demand on pound housing facilities
- the resourcing capacity of rescue groups both practically and financially to sustain current levels of rehoming support provided to Council with likely implications for euthanasia rates, especially of cats and kittens
- the likely inability of limited third-party providers to assist Council because of the demand from councils with existing pound/shelter contracts. This will have particular implications because many of these organisations reach capacity during kitten season which results in high rates of euthanasia for cats

It is likely there will be a corresponding increase in stray and abandoned cats given that research demonstrates a significant proportion of the population has a reluctance to take stray cats to the pound because of a fear of euthanasia. Council recognises the need to increase rates of registration but that this needs to be done in such a manner that enhances the relationship between Council and pet owners and demonstrates the value to pet owners of registration fees. For example, door knocks to identify unregistered pets and the issuing of infringement notices may undermine the relationship between residents if not conducted alongside a community awareness and information program and incentives such as a moratorium period and strategies to address associated issues.

Actions to address findings

2. Develop a community engagement plan to increase rates of registration that:
 - a. clearly demonstrates the benefits of registration and how registration fees are expended and the allocation of additional fees;
 - b. includes 1-2 moratorium periods per annum during which non-registered pets can be registered without penalty

⁵ Based on the number of dog owning households at 47.8 per cent and cat owning households at 33.3 per cent with a household penetration rate of 1.3 and 1.6 respectively; Pets in Australia: A National Survey of Pets and People; Animal Medicines Australia 2022; p12

⁶ Pets in Australia: A National survey of Pets and People; Animal Medicines Australia, 2022

5.3 Domestic Animal Businesses (DABs) and foster care groups

Objective 3: To identify DABs that may be operating outside their legal obligations and provide information and support to ensure DABs comply with these requirements.

Objective 4: To support rescue groups in line with the critical role they play in maintaining high rehoming rates and minimising the euthanasia of cats in the city.

Domestic Animal Businesses

There are 11 Domestic Animal Businesses registered with Council. These include:

- 2 boarding establishments
- 3 cat or dog breeding/rearing establishments
- 5 pet supply shops/veterinary establishments that sell pets
- 1 dog obedience training school

Council has an obligation under the *DA Act* to ensure that all DABs operate in line with relevant Codes of Practice or Acts including:

- The Code of Practice for the Management of Dogs and Cats in Shelters and Pounds (Revision 1) which stipulates requirements relating to animal hygiene, security and exercise; enrichment and socialisation; veterinary care and relationship of pounds/shelters with foster care groups
- the Code of Practice for the Operation of Pet Shops which stipulates requirements relating to the training/qualification of staff, the sourcing of animals, animal handling and veterinary care
- Code of Practice for the Operation of Boarding Establishments
- *Prevention of Cruelty to Animals Act 1986 (POCTA Act)*
- *The Domestic Animals Act 1994 (Vic)*

Foster care groups

Council has 84Y agreements⁷ with 56 foster care groups and regular interaction with 8 of these organisations. An 84Y agreement is an agreement between Council and a person or body, under which the person or body may be able to do a number of specified actions.

Council acknowledges the immeasurable support the City receives from these persons or bodies in terms of optimising rehoming rates of abandoned animals and minimising euthanasia rates.

Information provided by 12 of these groups indicates that collectively, they have prevented over 750 cats from entering the Council's pound over the last 12 months because of direct surrenders from residents of the City of Melton. This is in addition to the 450 cats transferred from the pound into their care and does not include the rehoming services provided by the additional 44 foster groups that support Council.

Council also notes the recommendations of the Victorian State Government Action Plan For Successful Rehoming of Cats and Dogs in Victoria 2019 and the State Government response to these recommendations. Council will consider the recommendations and identify how it can be proactive in responding to the findings of the taskforce.

These groups note they are under extreme pressure because of the economic climate and associated relinquishment of pets and cost of desexing. In addition, many foster groups rely on volunteers who will cover the cost of fostering animals. Whilst larger foster care groups can attract donations and can support foster carers, the sector remains under pressure with many volunteers unable to cover the cost of fostering.

Actions to address findings

3. Continue to inspect DABs in line with the DA Act and to provide information to support compliance with legislative obligations.
4. Review and update 84Y Agreements as required.
5. Investigate opportunities to better support rescue groups, particularly in relation to:
 - a. Microchipping and registration fees
 - b. Desexing
 - c. Veterinary care and medicines
 - d. Food donations
 - e. Pet behavioural training
 - f. Provision of education and support to owners
 - g. Rehoming assistance
 - h. Promotion of initiatives such as the Home2Home Pet Rescue Program⁸.

⁷ Refer *Domestic Animals Act 1994* | legislation.vic.gov.au Division 8 – 84Y – Agreements to seize, retain or dispose of dogs or cats

⁸ petrescue.com.au/home2home

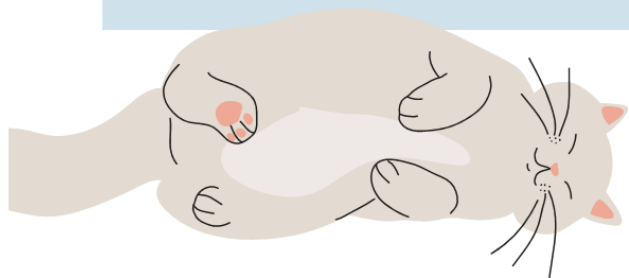
“There needs to be more low costs desexing programs in the area being a lower socio-economic area than some areas we work with. We have to work at the base of the problem, which is people not desexing their pets and letting them roam. If we can solve that problem, we would be on our way to slowing the flow of unwanted cats and kittens.”

“Rescue is the hardest it has ever been, and the flow of cats especially is getting worse not better.” (Economic hardship)

“We can see that changes are being made for the better and really appreciate them.” (Melton pound)

“There is a problem with backyard breeding in the City of Melton. And all the cats!”

Comments from Foster Care Groups



5.4 Welfare and management of stray cats

Objective 5: To significantly reduce semi and unowned cat populations.

Objective 6: Improve Council’s customer enquiry data collection procedures to ensure adequacy of information to enable specific identification of problematic areas and targeting of remedial strategies.

The situation in the City of Melton

Customer enquiries or complaints relating to stray and semi-owned cats continues to escalate/prevail and is highest in low socio-economic areas. Customer enquiries relating to cats in 2023/24 and 2024/25 were 143 and 210⁹ respectively, an increase of 2/every 10,000 residents over 2021 levels.

- DAMP survey results indicate:
 - Stray cats noted as an issue by 59 per cent of respondents in 2021 and 66 per cent in 2025
 - community perception that stray cats taken to the pound will likely be euthanised (62 per cent)
 - respondents are concerned about the impact of stray cats on wildlife, but find the euthanising of cats confronting (64 per cent)
 - respondents favour targeted desexing programs (80 per cent) rather than euthanising of cats (20 per cent)
 - a lack of awareness and publicity about positive rehoming rates for cats in the City of Melton
 - Respondents have ignored stray cats because they find trapping distressing (33 per cent).
- Council’s customer enquiry system to be enhanced to enable recording of location/site specific data that can then allow staff to identify problematic catchments and target programs to priority/problematic areas
- Rescue Groups are an important part of Council’s capacity to rehome pets and minimise euthanasia rates of cats in the City of Melton
- Upgrades to the pound/shelter facility have increased Council’s capacity to accommodate impounded and relinquished pets.

⁹ Approximate only due to data recording inconsistencies

What the science and research indicate¹⁰

- Most semi/unowned and entire cats are from disadvantaged areas and are under the age of one
- Current cat management approaches are outdated and ineffective and fail to reduce stray cat numbers
- 'Whole of LGA/generic' and enforcement-based strategies (e.g. cat containment, ownership limits) are ineffective unless coupled with 'community-driven/based' and assistive-based strategies (e.g. low cost/free desexing, microchipping, registration)
- Lack of resourcing is a major impediment to community-building/based initiatives that are a key building/grass roots initiative.
- Mandatory containment and registration has not reduced issues relating to stray/semi-owned cats which are the primary source of stray cats
- High levels of euthanasia cause emotional distress, burnout, job dissatisfaction and turnover among veterinary, shelter, and municipal staff, and volunteers
- Community favour sterilisation (65 per cent) over euthanasia (35 per cent) of cats
- Cost is a barrier to increasing desexing, registration and microchipping of cats
- Strategies must ensure they don't isolate 'responsible' cat owners by 'weaponising cats'
- Attitude relating to stray/semi-owned cats can differ in terms of gender and culture.

Actions to address findings

6. Review Council's customer enquiry data collection procedures and capacity as part of the Technology Change Program in order to record cat (and dog) related customer enquires down to a 'neighbourhood' level to enable targeted actions to address issues.
7. Develop a sustainable cat management program over the next 4 years involving the following 3 phases:

Phase 1 – Planning

- Research and adopt a science-based framework¹¹
- Identification of potential community and government partnerships, partnership engagement and agreement on roles. Include engagement with survey respondents who expressed a desire to work with Council on initiatives relating to cats.
- Review Council's customer enquiry system as part of the Technology Change Program to accurately record incidents by type, specific neighbourhood location etc. so spatial mapping/location of issues can be undertaken and programs targeted to problematic neighbourhoods
- Assistance incentives identified and agreed (e.g. low/no-cost desexing, micro-chip, registration)
- Preliminary engagement of community members who have expressed an interest in working with Council to address issues associated with cats¹².
- Consideration of community development function included in Animal Management service
- Continued identification, engagement and partnerships with desexing agencies/groups.

Phase 2 – The modelling

- Funding for trial initiatives
- Trial programs based on up to 2 targeted locations/neighbourhoods
- Evaluation of trials including cost-benefit analysis

Phase 3 – Scaling up and consolidation

8. Ensure information is incorporated on Council's website that outlines the situation relating to stray cats, 'emotive' challenges associated with addressing issues (e.g. environmental, euthanasia), the pressure to address complaints in the short-term (e.g. trespass), the partnerships needed with the community, and the strategies Council will consider over the short to longer term.

Information must be presented in a manner that optimises connection with different cultural groups and likely carers of semi-owned cats (e.g. females).

¹⁰ Situational Analysis of Cat Ownership & Cat Caring Behaviors in a Community with High Shelter Admissions of Cats. J. Rand, P. Bennett et al; 2024.

¹¹ 'Urban Cat Management in Australia - Evidence-Based Strategies for Success; Animals; J. Cotterell, J. Rand, R. Scotney

¹² Recognises the 78 per cent of survey respondents who expressed an interest in working with Council on addressing cat related matters

5.5 Nuisance issues

Objective 7: To contain complaints with a particular focus on strategies to address the number of complaints relating to free roaming dogs.

This section addresses matters associated primarily with dogs. Customer enquiries relating to cats are addressed in Section 5.4.

Customer enquiries/complaints overall related to cats and dogs¹³ continue to increase. Compared to the previous year, overall customer enquiries increased by 18 per cent in 2023/24 and an additional 13 per cent in 2024/25.

Customer enquiries of a general nature accounted for the most significant increase of 57 per cent/205 in 2023/24 and an additional 16 per cent/90 in 2024/25. In 2023/24, 203 of these enquiries related to dogs and in 2024/25 192.

Adding to the complexity of issues associated with dogs are the complaints relating to stray dogs which in 2024/25 accounted for 60 per cent of all complaints relating to cats and dogs.

However, customer enquiries relating to barking dogs has dropped as a proportion of population.

Based on the suburb data available suburbs with consistently high numbers of customer enquiries over the last 2 years are Melton and Caroline Springs followed by Diggers Rest, Melton South, Kurunjang and Melton West.

These are the more populous suburbs, however the majority of them have areas of significant disadvantage which is synonymous with lower levels of compliance with pet management regulations including confinement.¹⁴

Research demonstrates that effective (e.g. targeted, consistent) community education initiatives are required, but essentially community-based initiatives are key to addressing poor levels of compliance with animal management legislation and the responsible care of pets.¹⁵ A primarily enforcement focused approach will not bring about desired attitude and behaviour change but stands to isolate these segments of the community.

Actions to address findings

9. Develop a targeted plan to address issues associated with dogs wandering at large with a priority on:
 - a. identifying neighbourhoods with the highest incidence of dogs wandering at large. This will require Action 6 to be implemented in order to identify customer enquiries at a 'neighbourhood' level
 - b. preparing relevant written/explanatory material for residents in targeted areas
 - c. identifying incentives that will optimise engagement by non-compliant dog owners
 - d. establishing neighbourhood/grass roots partners and project groups inclusive of relevant procedural requirements and information as may be required (e.g. MoU, scope of role, customer service training etc.)

Table 2: Customer Service Requests

	2022/23		2023/24		2024/25	
Population (Est)	199,000		219,697		241,121	
	No	/10,000 res	No	/10,000 res	No	/10,000 res
Barking dog	30	1.50	34	1.55	33	1.38
Stray stock/ wandering dog	912	45.60	937	42.59	1,050	43.75
Animal Complaints (general)	362	18.10	567	25.77	657	27.38
Total	1,304	65.20	1,538	69.91	1,740	72.50

¹³ Excluding complaints relating to dog attacks and rushes)

¹⁴ Animals, Attitudes and Beliefs of a Sample of Australian Dog and Cat Owners towards Pet Confinement, J. Rand et al, 2023; Journal of Applied Animal Welfare Science; Why Let the Dogs Out?: Exploring Variables Associated with Dog Confinement and General Characteristics of the Free-ranging Owned-Dog Population in a Peri-urban Area, F. Astorga et al, 2020

¹⁵ Animals; Urban Cat Management in Australia—Evidence-Based Strategies for Success, J. Cotterell, J. Rand, R. Scotney et al, 2025

5.6 Dog attacks

Objective 8: To reduce the number of dog attacks, rushes and uninvited approaches by dogs on people and other dogs.

A 2024 report¹⁶ shows injuries from pets in Australia more than doubled in the decade 2012/13 to 2021/22, from 19 to 47.5 per 10,000 people respectively. There was a 10 per cent increase in hospitalisations between 2019/20 to 2020/21 due to pets with 46.7 per cent attributed to being bitten or struck by a dog.

This period coincides with COVID-19 restrictions and lockdowns during which 47 per cent of dogs were acquired by inexperienced dog owners.¹⁷ Research¹⁸ conducted in 2021 found that 2 in 10 people purchased puppies during the pandemic. The same research identified potential long term behavioural and welfare implications for these dogs due to indiscriminate/backyard breeding to satisfy demand, lack of puppy socialisation and access to dog obedience/educational programs.

Twenty-nine percent (29 per cent) of respondents to 2021 and the 2025 surveys stated they had witnessed a 'dog attack'¹⁹ recently or in the last 12 months, and 39 per cent of 2025 survey respondents stated that aggressive dogs were an issue over the same time frame.

In 2024/25 customer enquiries relating to dog attacks continue to decrease as a proportion of the population with a significant decrease of 30/15.6 per cent over the last 12 months or nearly 2/10,000 residents. It is noted that 'dog attacks' and 'dog rushes' are not recorded separately as they were in data available to the previous DAMP.

Customer enquiries relating to dogs wandering at large accounted for the most significant increase, though there has been fluctuations over the last three years. A significant 55 per cent of 2025 survey respondents stated that dogs wandering at large was currently an issue or had been in the last 12 months.

In 2022/23 Council appointed two additional Rangers which has resulted in a substantial increase in proactive park patrols where Rangers speak directly with dog owners about the safety and penalty implications for not observing requirements.

Animal Welfare Victoria reports that most dog attacks in public places occur on the footpath or road in front of the dog's place of residence and that effective confinement of dogs would prevent 80 per cent of dog attacks in public places.

Consistent with postal workers internationally, Australia Post staff are at an increasingly high risk of being a victim of a dog attack with at least 10 dog related incidents a day across Australia. Australia Post now equips staff with citronella spray as a deterrent against aggressive dogs and are taking action against negligent owners.²⁰

Actions to address findings

10. Investigate a trial location-based initiative (e.g. neighbourhood with high incidence of the relevant customer enquiries) to identify reasons for dogs escaping their residence and implement education (e.g. information) and assistive strategies (e.g. fencing advice) to improve confinement of dogs.
11. Liaise with Australia Post to:
 - a. identify problematic neighbourhoods for dog related incidents relating to postal workers and consider targeting these areas.
 - b. promote the need for owners to take responsibility for securing their dog/s and preventing rushes and attacks on postal staff.

¹⁶ Australian Institute of Health and Welfare

¹⁷ Pets and the Pandemic A Social Research Snapshot of Pets and People in the COVID-19 Era, p14

¹⁸ Animals, Pandemic Puppies: Characterising Motivations and Behaviours of UK Owners Who Purchased Puppies during the 2020 COVID-19 Pandemic; 2021; R. Packer, C. Brand et al

¹⁹ It is noted that 'dog attack' can be interpreted very differently and that these statistics include 'rushes'

²⁰ Australia Post Confirms Posties Using Citronella Spray to Defend Against Rising Dog Attacks; www.news.com.au/technology/science/animals/australia-post-confirms-posties-using-citronella-spray-to-defend-against-rising-dog-attacks/news-story/4bdd3143ee8f45e268963fb5cc6ea7a9

Of dog attacks on postal workers:**50%** occur on customer properties, with**33%** of these at the front door**34%** occur on the street of which**8%** involved dogs with owners and 26% unattended dogs.**5.7 Dangerous, menacing, and restricted breed dogs**

Objective 9: To ensure owners of dangerous, menacing and restricted breed dogs are aware of their obligations including those relating to registration, confinement and control.

Under the DA Act, Council can declare a dog as to be menacing if it displays signs of aggression such as snarling, growling, barking or raised hackles when within 3 metres of any person. A dog can also be declared as a menacing dog if it chases or rushes at a person. If an owner can prove they have undertaken the necessary steps to change their dog's behaviour, then the 'menacing dog' declaration can be revoked.

If the owner receives two further infringement notices relating to menacing behaviour, the dog may then be declared as a 'dangerous' dog.

Council can also declare a dog as 'dangerous dog' if it has caused serious injury to a person or other animal. Guard dogs or attack dogs are automatically declared as dangerous dogs.

Dangerous and restricted breed dogs are required to wear a prescribed red and yellow collar to clearly show the dangerous or restricted breed status. When in a public place these dogs must be under the control of someone at least 18 years of age, leashed and muzzled.

Actions to address findings

12. Continue to regularly cross-reference microchip database information with Council registration database for potential restricted breed dogs not registered with Council.

In Australia the following are declared as 'restricted breed dogs'

- Pitbull or American Pitbull Terrier
- Perro de Presa Canario
- Dogo Argentino
- Japanese Tosa
- Filo Brasileiro



5.8 Control of dogs

Objective 10: To increase compliance with dog control regulations and decrease customer enquiries relating to non-compliant dog owners.

In line with national and international research, dog litter continues to be the source of more complaints relating to dogs than other matters.

In terms of behavioural control, it is dogs being let off the leash in on-leash areas that is of most concern to survey respondents. The proportion of survey respondents identifying this as an issue has risen significantly from 54 per cent to 69 per cent of respondents between 2021 and 2025.

Findings from research undertaken in 2021²¹ by Council demonstrate that many dog owners use areas in which regulations require dogs to be on the leash.

There are currently nine sites in the City of Melton where dogs can legally be off the leash. Accessibility to off-leash areas is likely giving rise to the level of community concern and frustration with dogs being off the leash where not permitted.

As noted in written comments, owners are letting dogs off-leash on fenced sports fields, and local parks regardless of them being designated as 'no-dog' and on-leash areas respectively.

Over 40 per cent of survey respondents are concerned about dog owners not respecting the rights of people and other dogs when in the public domain.

Current strategies to encourage dog owners to comply with leashing and dog control regulations are not having the desired impact. These strategies primarily rely on information via Council's website, information provided to dog owners during ranger patrols of parks and information sought by dog owners on the internet.

The study of 'ethical behaviour' and 'ethical blind spots' suggests there is often a significant difference between how individuals state they would behave and how they actually do behave when situational factors come into play.²² For example, most dog owners claim to always pick up their dog's litter, yet litter along isolated trails or at times when fewer people are around is greater than in more open environments and busy locations.

Table 3: Issues of concern noted by survey respondents over the last 12 months about dog owners

Issue of Concern	2021 (148)		2025 (186)	
	No.	%	No.	%
Not picking up dog litter	120	81.0%	151	81.6%
Letting dogs off-lead in on-lead areas	80	54.0%	128	69.2%
Letting dogs annoy my dogs	66	44.6%	85	45.9%
Letting dogs annoy other people	71	47.9%	79	42.7%
Letting dogs annoy other people's dogs	63	42.6%	76	41.0%
Letting dogs annoy me/my family	48	32.4%	67	36.2%
Lettings dogs disturb children's sport	39	26.4%	55	29.7%
Dog attacks	40	27.0	54	29.2%

21 Community survey; Melton Draft Dogs Off-Lead Strategy

22 Blind Spots: Why We Fail to do What's Right and What to do About it; M. Bazerman, A. Tenbrunsel

Similarly, most dog owners claim they comply with leashing regulations, yet many admit to letting dogs off-leash in on-leash areas. Survey results support this insight with 69 per cent of respondents concerned about unleashed dogs in areas where leashing is required.

Strategies to address issues where ethics plays a key role in situational behaviour in the wider community must be based in an understanding of human behaviour and involved behaviour change initiatives.

Actions to address findings

13. Investigate opportunities to expand dog off-leash areas across the City of Melton.
14. Review communication/engagement options to address non-compliance with dog leashing and control regulations (including litter collection). Include:
 - a. engagement with survey respondents who expressed a desire to work with Council on initiatives relating to dogs
 - b. community-based/lead initiatives
 - c. educational and penalty-based strategies where appropriate.



How dog owners use public spaces...

“I walk my dogs every day using the footpaths and also the park on Monticano Dr.”

“Lots of people use our fully enclosed sports oval.”

“I prefer locations where dogs are on-leash.”

“I never have my dog off-leash and use parks to walk”

“We use all the parks around the City of Melton but have our dog mostly on the leash.”

“Not a lot of options (off-leash areas) in Taylors Hill.”

“I’ll use a sportsfield when no games are on.”

“I have my spots around town that I take my dogs and rarely see other dogs.”

“I do not use these (fenced off-leash areas) as I feel unsafe for me and my dog.”

Written comments from 2021 and 2025 surveys

5.9 Pound operations

Objective 11: To consolidate and formalise pound and shelter operations in line with good practice and community expectations.

Pound Feasibility Study (PFS)

Council recognises the limitations of existing pound/shelter facilities and the impact on the service, volunteer involvement and negative perceptions about pound operations as expressed by survey respondents.

In response, Council commissioned a Feasibility Study to assess various pound or shelter options for the City of Melton. The study which is currently underway will consider:

- a. Community expectations relating to:
 - i. the condition of pound facilities and the treatment of animals in pound and shelter environments
 - ii. Council's role in providing and supporting shelter and rehoming of abandoned animals
 - iii. euthanasia of impounded animals
 - iv. 'fair and reasonable' access to pound facilities
 - v. trust in and transparency of the service
 - vi. desire for volunteering, e.g. socialising of animals /providing 'environmental enrichment' support
- b. Analysis will be undertaken of different service delivery models such as:
 - i. a pound only service that only retains animals for the statutory 8 days and then relocates animals
 - ii. an integrated in-house facility with pound, shelter, rehoming facilities etc.
 - iii. a regional pound only service/facility that caters for the City of Melton and nearby LGAs
 - iv. an external provider of both pound and shelter services.

- c. Considerations associated with a third-party pound provider or one that operates 'at a distance' from the City, including:
 - i. diminished capacity because of multiple pound contracts, particularly during peak periods such as kitten season and without having to increase euthanasia of healthy animals
 - ii. a limited/reducing number²³ of providers in the industry and reported increase in euthanasia rates
 - iii. departure of major providers from the industry²⁴ or potential relocation out of/away from the LGAs catchment
 - iv. loss of existing and potential community partnerships because of divergent operational ethics with commercial providers and resulting increase in euthanasia rates
 - v. loss of community trust
 - vi. decrease in rehoming and reclaim rates.

Council faces several operational challenges in arranging cat accommodation. After the 8-day statutory holding period cats are required to be held in enlarged pens. This reduces the number of cats that can be impounded in the City of Melton pound. This situation is currently being managed because of the strong relationship with foster care groups and a growing profile as a direct rehoming centre.

The Pound Feasibility Study will consider the longer-term needs of the service, the appropriateness of an unsupported reliance on volunteer-based foster carers, and Council's vision as a progressive service provider.

Community perceptions of pound operations

Respondents to the DAMP 2021 and 2025 surveys held negative perceptions/concerns about the pound and the future of pets impounded. Of 2025 respondents:

- a. 62 per cent viewed the pound as a place where animals were euthanised rather than 'cared for' or rehomed, and 85 per cent perceived the wider community to hold to this view; and
- b. 61 per cent feared if their pet was impounded it would be euthanised before they could claim them.

²³ www.theage.com.au/national/victoria/lost-dogs-home-relocation-under-a-cloud-as-negotiations-stall-20250121-p5l62n.html

²⁴ The RSPCA notified Monash Council that a change in the organisation's business model means RSPCA would no longer be providing pound facilities to Victorian councils

Foster care groups have continued to observe a significant shift in terms of the care of impounded animals, the care and commitment of pound staff, and operational efficiencies especially in terms of the integration between Ranger and pound teams.

Council determined to upgrade some of the facilities at the pound while the Pound Feasibility Study is completed.

These upgrades were undertaken in acknowledgement of community expectations of modern-day service and community feedback via the previous DAMP.

Feedback from Council's closest rehoming partners indicate these efforts, together with improved service levels, have been positively received.

This is evident from the proportion of foster care groups scoring aspects of the service 5/5 in 2025 compared to their perceptions of the service in 2023:

- a. Care and compassion of staff (80 per cent vs 34 per cent)
- b. Helpfulness of staff (73 per cent vs 33 per cent)
- c. Availability of staff (60 per cent vs 40 per cent)
- d. Support to the group (40 per cent vs 15 per cent)
- e. Procedural efficiency (57 per cent vs 36 per cent)
- f. Professionalism of staff (53 per cent vs 27 per cent)
- g. Cleanliness of the pound (42 per cent vs 20 per cent)

These groups perceive little change in terms of the presentation and condition of the pound but acknowledged an improvement in cleanliness.

55 %

The number of DAMP survey respondents who were concerned about the treatment of impounded animals.

²⁵ Community Cat Program; 2024; Australian pet Welfare Foundation

²⁶ Refer Section 5.1 Service Enhancement and Profile

Building community trust

The pound team are in the process of identifying organisations, business and schools that Council can partner with to expand community outreach initiatives.

Research demonstrates that community-based programs lead by Council are the only proven method to reduce pound intakes and euthanasia rates, increase rehoming rates, and address nuisance issues associated with pets²⁵

Ninety-one percent of 2025 survey respondents agree with the need to change the title of the pound to better reflect the changes Council has made at the facility, and the work being done at the pound to rehome and care for pets and to build community confidence and trust.

Terminology such as 'Animal Care Facility/Centre' is used by some LGAs. However, trust will only be established and maintained between LGAs and their communities if facility terminology translates into operational policy and action.

Profiling of Council initiatives, staff and success stories in the media will enhance community understanding and knowledge of the service²⁶

Actions to address findings

15. Continue to optimise the operations of the pound/shelter facility including the rehoming of animals directly from the facility and via foster care groups.
16. Finalise the Pound/Shelter Feasibility Study to assess various pound or shelter options for the City of Melton.
17. Continue to conduct service satisfaction surveys with foster care groups and extend surveys to include other service partners and customer groups (e.g. adoptees, owners of impounded animals).
18. Upon completion of the Pound/Shelter Feasibility Study and determination of the services to be provided in the future consider whether the City of Melton Pound should be renamed.

5.10 Other matters²⁷

Objective 12: To identify sectors of the community that may be experiencing hardship and promote Council, agency and not-for-profit groups that can potentially provide assistance.

5.10.1 Domestic violence

Whilst domestic violence impacts men and women, it is recognised as a gender-based issue where men are more likely to be the perpetrators. Women with children and pets are likely to defer leaving an abusive situation out of concern for their pets.

Research demonstrates the trauma of leaving a pet behind when fleeing domestic violence is likely substantial because of having shared the experience of abuse together.²⁸

Options for women fleeing domestic violence with pets continues to be problematic, with limited longer-term options to house pets and an increased likelihood that pets and families will be separated, increasing trauma.

Animal Management staff undertake MARAM²⁹ training to identify animals that may be involved in family violence disputes or be victims of family violence. In addition, Animal Management staff work closely with Child, Family and Youth Services staff to optimise support for families and their pets and referral to additional support agencies.

5.10.2 Economic hardship

The cost-of-living crisis is impacting on the ability of a significant number of pet owners to care for their pets resulting in high numbers of pets being surrendered to shelters and rehoming groups.

The Australian Veterinary Association³⁰ reports a downturn in visitations for annual vaccinations and checkups, an increase in 'financial euthanasia' and associated concerns about the health of pets.

Foodbank reports 42 per cent of their clients purchased cheaper food so their pets could eat, 34 per cent reduced their own food and 24 per cent skipped meals so their pets could eat.³¹

According to research, up to 12 per cent of homeless adults, and up to 47 per cent of homeless youth may own a companion animal and owners of these pets are more likely to be female, single and homeless for the first time.³² While pets provide great comfort to these owners, they are also associated with challenges relating to accommodation, travel, employment and accessing services because of they have nowhere safe to leave their pets.

5.10.3 Community connection and pets

Research demonstrates that pets help create and strengthen community connections with pet owners reporting they interact with people they would not otherwise connect with. Pets were found to diminish cultural, generational and social divides and strengthen connection between neighbours.

The DAMP 2021-2025 survey identified that a significant number of survey respondents were keen to obtain information about recreation activities they could share with their dogs.

²⁷ Pets Connect Us Report, Mars Petcare, 2023; Social Capital and Pet Ownership – A Tale of Two Cities, L. Wood et al; 2017

²⁸ The Impact of Forced Separations Between Women and Their Pets in Domestic Violence Situations and the Effectiveness of Crisis Response: Protocol for a Conceptual Framework; PubMed Central, 2024; J. Montgomery, J. Lloyd et al

²⁹ MARAM (Multi-Agency Risk Assessment and Management Framework)

³⁰ Vet Practice; Abandoned pets in tough economic times, 2023

³¹ Foodbank Paws in Need; The Impact of Food Insecurity on Pets and Their Owners in Australia

³² Services and Interventions for People Who are Homeless with Companion Animals (pets): A Systematic Review; Journal of Social Distress & Homelessness. McKosker, A. Maujean et al, 2024

5.10.4 Welfare of pets

The RSPCA reported 9,961 cases of animal cruelty or neglect in the 2023/24 financial year. Concerns about a lack of food, water, shelter, or veterinary care was the basis for the majority of all reports made by concerned community members.

In the 2023/24 financial year Melton LGA had the second highest number of animals seized/surrendered to the RSPCA at 1.57 per 1,000 residents.

The proportion of DAMP 2026-2029 survey respondents concerned about the welfare of an animal in their neighbourhood was 35 per cent compared to 22 per cent in 2021.

Actions to address findings

19. In line with Action 1, review Council's website to consider promotion of:
 - a. agencies and organisations that can provide support to pet owners in times of crisis
 - b. RSPCA channels through which animal neglect or cruelty can be reported and requirements for the safe and responsible keeping of cats and dogs
 - c. channels through which owners can rehome pets and access support including the Pet Rescue Home2Home program³³ and local Rescue/Foster Care groups
 - d. local veterinary practices and programs, such as The Vet Project, offering discount desexing services.
20. Strengthen partnerships with agencies and the not-for-profit sector to promote support channels for owners needing to rehome pets or needing support to retain pets in times of crisis.

³³ petrescue.com.au/library/articles/home2home-for-councils

6. How we will implement the DAMP

6.1 Setting priorities for the next four years

The Action Plan (refer Section 8) identifies the year in which Council proposes to address the recommendations, noting priorities in the DAMP may change over the life of the DAMP depending on:

- a. changing Animal Management service demands and priorities
- b. other Council service delivery priorities
- c. partnership opportunities
- d. external funding opportunities.

6.2 Council's role in implementing the DAMP

Council will not necessarily perform the same function when implementing each of the recommendations in the Action Plan. The following outlines the various roles that Council may undertake to optimise use of Council resources:

- a. infrastructure provision
- b. service management
- c. advice and information
- d. partnership engagement
- e. advocacy
- f. innovation

The Action Plan identifies the primary role that Council will take when implementing recommendations, anticipated timeframe for implementation and resource requirements.

7. Consultation and research for the DAMP

Consultation and research for the DAMP involved:

1. Workshop and discussion session with key Council departments
2. Workshop with Animal Management staff including pound staff
3. An online community survey attracting 171 survey responses including written comments.
4. 2 shopping centre popup display/talking posts
5. Workshop with rescue groups
6. Survey of benchmark LGAs
7. A review of industry/science-based research papers
8. A review of internal strategic planning documents and research, and policies

8. Monitoring and reviewing the DAMP

Council will review the Domestic Animal Management Plan annually to ensure actions and priorities are still relevant and can be completed within available resources.

Council will undertake a major review of the plan in year four.

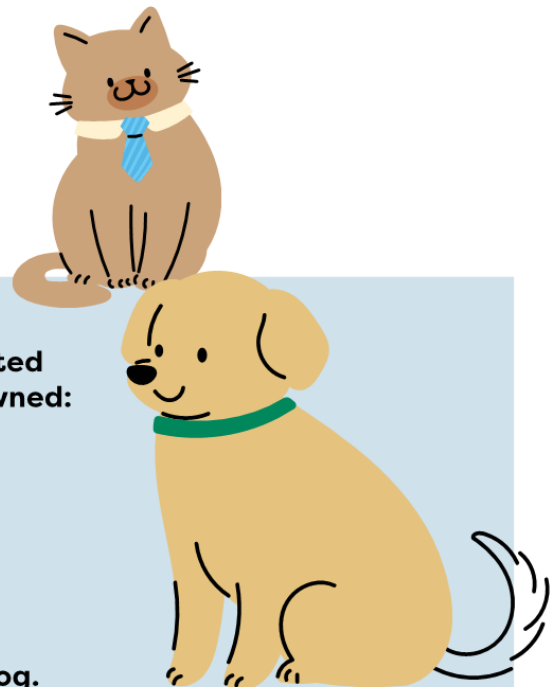
Of the **157** respondents that indicated the number and type of animal they owned:

18.5% only owned cats

37.5% only owned dogs

30% owned both, and

14% did not own either a cat or dog.



9. Consolidated Action Plan

Table 4 (below) provides a summary of actions to address the findings of the review, indicative year of implementation and resourcing requirements. The table also identifies the primary Council and Wellbeing Plan (C&WP), 2025-2029 Strategic Priority that the Action most applies to.

Table 4: Action Plan

Actions	Year of plan/resourcing
Service Enhancement and Profile	C&WP Ref: 1.2, 3.2, 3.4
1. Increase promotion and profile of the service by:	Yr 1 (then ongoing)
a. reviewing Council's web page to identify opportunities to enhance the profile of the service and present a more engaging connection with the service	Within operational budget
b. enhancing the profile of lost and found pets and the work of the pound.	
Registration of Cats and Dogs	C&WP Ref: 3.1
2. Develop a community engagement plan to increase rates of registration that:	Yr 1-2 (then ongoing)
a. clearly demonstrates the benefits of registration and how registration fees are expended and the allocation of additional fees	Within operational budget
b. includes 1-2 moratorium periods a year during which non-registered pets can be registered without penalty.	
Domestic Animal Businesses (DABs) and Foster Care Groups	C&WP Ref: 3.2
3. Continue to inspect DABs in line with the <i>DA Act</i> and to provide information to support compliance with legislative obligations.	Annual Within operational budget
4. Review and update 84Y Agreements as required.	Yr 1 Within operational budget
5. Investigate opportunities to better support rescue groups, particularly in relation to:	Yr 1 Within operational budget
a. microchipping and registration fees	
b. desexing	
c. veterinary care and medicines	
d. food donations	
e. pet behavioural training	
f. provision of education and support to owners	
g. rehoming assistance	
h. promotion of initiatives such as the Home2Home Pet Rescue Program.	

Actions	Year of plan/resourcing
Welfare and Management of Stray Cats	C&WP Ref: 2.6, 3.1, 3.4
6. Review Council's customer enquiry data collection procedures and capacity as part of the Technology Change Program in order to record cat (and dog) related customer enquires down to a 'neighbourhood' level to enable targeted actions to address issues.	
7. Develop a sustainable cat management program over the next 4 years involving the following 3 phases: Phase 1 – Planning - Research and adopt a science-based framework³⁴ - Identification of potential community and government partnerships, partnership engagement and agreement on roles. Include engagement with survey respondents who expressed a desire to work with Council on initiatives relating to cats. - Review Council's customer enquiry system as part of the Technology Change Program to accurately record incidents by type, specific neighbourhood location etc. so spatial mapping/location of issues can be undertaken and programs targeted to problematic neighbourhoods - Assistance incentives identified and agreed (e.g. low/no-cost desexing, micro-chip, registration) - Preliminary engagement of community members who have expressed an interest in working with Council to address issues associated with cats³⁵. - Consideration of community development function included in Animal Management service - Continued identification, engagement and partnerships with desexing agencies/groups. Phase 2 – The modelling - Funding for trial initiatives - Trial programs based on up to 2 targeted locations/neighbourhoods - Evaluation of trials including cost-benefit analysis. Phase 3 – Scaling up and consolidation.	Yr 1-4 Any additional budget to be considered as part of Council's Annual Budget process
8. Ensure information is incorporated on Council's website that outlines the situation relating to stray cats, emotive' challenges associated with addressing issues (e.g. environmental, euthanasia), the pressure to address complaints in the short-term (e.g. trespass), the partnerships needed with the community, and the strategies Council will consider over the short to longer term. Information must be presented in a manner that optimises connection with different cultural groups and likely carers of semi-owned cats (e.g. females).	Yrs 1-4 Within operational budget

34 'Urban Cat Management in Australia - Evidence-Based Strategies for Success; Animals; J. Cotterell, J. Rand, R. Scotney

35 Recognises the 78 per cent of survey respondents who expressed in an interest in working with Council on addressing cat related matters

Actions	Year of plan/resourcing
Nuisance Issues	C&WP Ref: 3.1, 3.2
9. Develop a targeted plan to address issues associated with dogs wandering at large with a priority on: a. identifying neighbourhoods with the highest incidence of dogs wandering at large. This will require Action 6 to be implemented in order to identify customer enquiries at a 'neighbourhood' level b. preparing relevant written/explanatory material for residents in targeted areas c. identifying incentives that will optimise engagement by non-compliant dog owners d. establishing neighbourhood/grass roots partners and project groups inclusive of relevant procedural requirements and information as may be required (e.g. MoU, scope of role, customer service training etc.)	Yr 2-3 Any additional budget to be considered as part of Council's Annual Budget process
Dog Attacks	C&WP Ref: 1.2, 3.4
10. Investigate a trial location-based initiative (e.g. neighbourhood with high incidence of the relevant customer enquiries) to identify reasons for dogs escaping their residence and implement education (e.g. information) and assistive strategies (e.g. fencing advice) to improve confinement of dogs.	Yr 3 Within operational budget
11. Liaise with Australia Post to: a. identify problematic neighbourhoods for dog related incidents relating to postal workers and consider targeting these areas. b. promote the need for owners to take responsibility for securing their dog/s and preventing rushes and attacks on postal staff.	Yr 3 Within operational budget
Dangerous, Menacing, and Restricted Breed Dogs	C&WP Ref: 1.2
12. Continue to regularly cross-reference microchip database information with Council registration database for potential restricted breed dogs not registered with Council.	Annual Within operational budget
Control of Dogs	C&WP Ref: 1.1, 2.3, 2.4, 2.6, 3.3
13. Investigate opportunities to expand dog off-leash areas across the City of Melton.	Yrs 1-2 Within operational budget



Actions	Year of plan/resourcing
14. Review communication/engagement options to address non-compliance with dog leashing and control regulations (including litter collection). Include: a. engagement with survey respondents who expressed a desire to work with Council on initiatives relating to dogs b. community-based/lead initiatives c. educational and penalty-based strategies where appropriate.	Yr 1-2 (then ongoing)
Pound Operations	C&WP Ref: 3.1, 3.4
15. Continue to optimise the operations of the pound facility including the rehoming of animals directly from the facility and via foster care groups.	Ongoing
16. Finalise the Pound/Shelter Feasibility Study to assess various pound or shelter options for the City of Melton.	Yr 1 Within operational budget
17. Continue to conduct service satisfaction surveys with foster care groups and extend surveys to include other service partners and customer groups (e.g. adoptees, owners of impounded animals).	Annual Within operational budget
18. Upon completion of the Pound/Shelter Feasibility Study and determination of the services to be provided in the future consider whether the City of Melton Pound should be renamed.	Yr 2 Within operational budget
Other Matters - Domestic Violence, Economic Hardship, Welfare of Pets	C&WP Ref: 1.1, 3.1, 3.3, 3.4
19. In line with Action 1, review Council's website to consider promotion of: a. agencies and organisations that can provide support to pet owners in times of crisis b. RSPCA channels through which animal neglect or cruelty can be reported and requirements for the safe and responsible keeping of cats and dogs c. channels through which owners can rehome pets and access support including the Pet Rescue Home2Home program³⁶ and local Rescue/Foster Care groups d. local veterinary practices and programs, such as The Vet Project, offering discount desexing services.	Yr 1 (then ongoing) Within operational budget
20. Strengthen partnerships with agencies and the not-for-profit sector to promote support channels for owners needing to rehome pets or needing support to retain pets in times of crisis.	Yrs 1-3 Within operational budget

³⁶ <https://www.petrescue.com.au/library/articles/home2home-for-councils>

1. Appendices

Appendix 1: Dog and human population data

Table 5: Actual/Probable Human, Cat and Dog Populations for 2025 and 2036

Suburb	2025 Registrations				2025				Probable Actual 2025 Populations				Probable Actual 2036 Populations			
	Dogs	Cats	H'holds	SEIFA	Dogs	Cats	H'holds	SEIFA	@ pre 2021 levels	Dogs	Cats	H'holds	@ post 2021 levels	Dogs	Cats	H'holds
Aintree	350	75	3,205	1,054	1,662	1,211	1,992	1,708	2,450	1,786	2,935	2,517	2,450	1,786	2,935	2,517
Bonnie Brook	95	40	889	1,019.9	461	336	552	474	1,511	1,101	1,810	1,552	1,511	1,101	1,810	1,552
Brookfield	900	332	3,774	950.5	1,958	1,427	2,345	2,011	2,829	2,062	3,389	2,906	2,829	2,062	3,389	2,906
Burnside	377	121	2,087	994.7	1,083	789	1,297	1,112	1,191	868	1,427	1,224	1,191	868	1,427	1,224
Burnside Heights	332	93	1,730	994.7	897	654	1,075	922	898	655	1,076	923	898	655	1,076	923
Caroline Springs	1,770	608	6,484	1,016	3,363	2,451	4,029	3,455	3,486	2,541	4,176	3,581	3,486	2,541	4,176	3,581
Cobblebank/Strathulloh	461	160	4,350	972.4	2,256	1,644	2,703	2,318	5,192	3,784	6,220	5,333	5,192	3,784	6,220	5,333
Deanside	235	91	3,852	1,019.9	1,998	1,456	2,394	2,052	4,441	3,236	5,320	4,561	4,441	3,236	5,320	4,561
Diggers Rest	607	275	3,101	966.5	1,608	1,172	1,927	1,652	3,350	2,441	4,013	3,441	3,350	2,441	4,013	3,441
Eynesbury	526	6	1,808	1,089.8	938	683	1,123	963	1,865	1,359	2,235	1,916	1,865	1,359	2,235	1,916
Exford/Parwan	17	4	125	65	47	78	67	67	67	49	80	69	67	49	80	69
Fieldstone	5	0	11	6	4	7	6	6	6	5	7	6	6	5	7	6
Fraser Rise	764	220	6,993	1,050	3,627	2,643	4,345	3,726	6,598	4,808	7,904	6,777	6,598	4,808	7,904	6,777
Grangefields	13	36	4,202	1,019.9	19	14	22	19	438	319	524	450	438	319	524	450
Harkness	1,186	429	4,202	952	2,180	1,588	2,611	2,239	2,613	1,904	3,130	2,684	2,613	1,904	3,130	2,684
Hillside	1,482	398	5,068	1,035.3	2,629	1,916	3,149	2,700	2,634	1,920	3,156	2,706	2,634	1,920	3,156	2,706
Kurunjang	1,416	589	3,845	941.2	1,994	1,453	2,389	2,049	2,073	1,510	2,483	2,129	2,073	1,510	2,483	2,129
Melton	863	418	3,316	850.9	1,720	1,253	2,061	1,767	2,147	1,565	2,572	2,205	2,147	1,565	2,572	2,205
Melton South	925	481	5,163	852.1	2,678	1,952	3,208	2,751	3,090	2,252	3,702	3,174	3,090	2,252	3,702	3,174
Melton West	1,005	447	3,211	923.8	1,666	1,214	1,995	1,711	1,802	1,314	2,159	1,851	1,802	1,314	2,159	1,851
Mount Cottrell/Rockbank	241	84	2,886	991.6	1,497	1,091	1,793	1,538	3,630	2,645	4,349	3,729	3,630	2,645	4,349	3,729
Taylors Hill	1,132	308	5,652	1,035.2	2,932	2,136	3,512	3,011	2,935	2,139	3,516	3,015	2,935	2,139	3,516	3,015
Thornhill Park	226	83	2,919	1,019.9	1,514	1,103	1,814	1,555	2,877	2,097	3,447	2,955	2,877	2,097	3,447	2,955
Toolern Vale/Plumpton	152	37	338	1,018.5/966.5	175	128	210	180	178	130	213	183	180	178	130	213
Truganina/Ravenhall	161	50	3,384	1,054.6	1,755	1,279	2,103	1,803	3,681	2,682	4,409	3,781	3,681	2,682	4,409	3,781
Weir Views	288	133	2,557	930.8	1,326	967	1,589	1,362	2,306	1,681	2,763	2,369	2,306	1,681	2,763	2,369
TOTAL (Melton)	15,529	5,482	80,986		42,007	30,613	50,325	43,149	64,289	46,850	77,018	66,037	64,289	46,850	77,018	66,037

Shaded cells indicate highest human and pet populations, highest registrations etc.

Appendix 2: Comparative operational data

Table 6: Performance Indicators

Measure	2016/17	2020/21	2024/25
Resident population [1]	141,420	185,471	241,121
Households	45,339	58,597	80,986
DOGS			
Number of registered dogs	14,652	16,997	15,635
Number of desexed registered dogs	NK	10,708	10,704
As a per cent of registered dogs	NK	63.00%	64.46%
Number of registered 'declared' dogs	43	56	35
Number of impounded dogs	1,181	1,112	926
Number of impounded dogs returned to owner	790	699	426
As a per cent of impounded dogs	66.89%	62.86%	46.0%
Number of dogs rehoused	307	150	278
As a per cent of impounded dogs	25.99%	13.49%	30.0%
Number of dogs euthanased	38	75	105
As a per cent of impounded dogs	3.22%	6.74%	11.34%
Number dogs not registered when impound	NK	NK	703
As a per cent of impounded dogs	NK	NK	75.9%
CATS			
Number of registered cats	3,697	5,694	5,800
Number of desexed registered cats	NK	5,523	5,800
As a per cent of registered cats	NK	97%	100%
Number of impounded cats	676	1,251	1,489
Number of impounded cats returned to owner	46	60	86
As a per cent of impounded cats	6.80%	4.80%	5.8%
Number of cats rehoused	256	587	783
As a per cent of impounded cats	37.90%	46.92%	52.6%
Number of cats euthanased	336	200	159
As a per cent of impounded cats	49.70%	15.99%	10.7%
Number cats registered when impounded	NK	NK	84
As a per cent of impounded cats	NK	NK	5.6%

Appendix 3: Documented guidelines, work instructions and procedures

Table 7: Work guideline/procedures

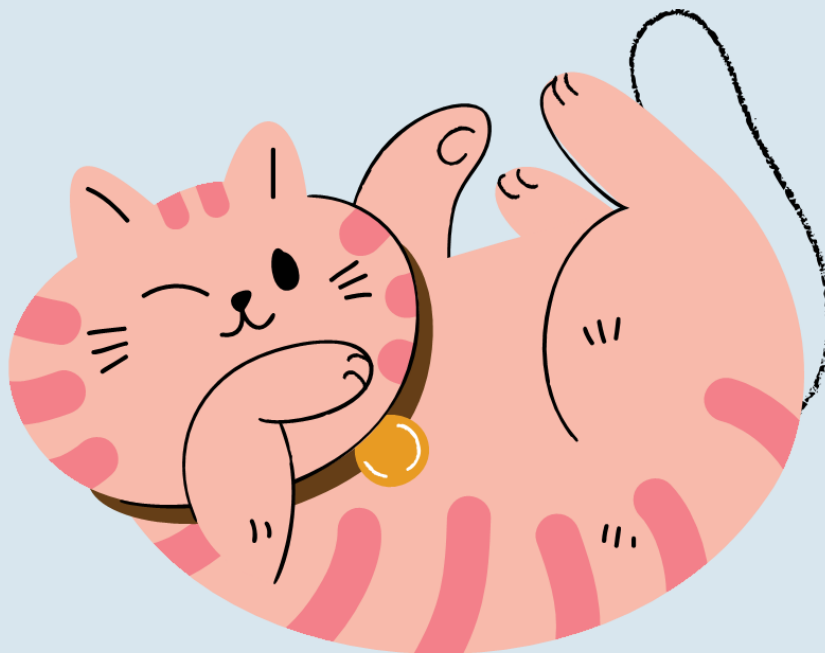
Document	Year of Review
1 Impounding of Domestic Animals	1
2 Wandering animals	1
3 Impounding of Livestock Work Instruction	2
4 Dog attack/ rush	3
5 Pound Operations	3
6 Impounding of seized dogs	2
7 Animal registration and renewal	1
8 Barking dogs	4
9 Seizing of dogs	4
10 Dog attack prosecution investigation	1
11 Issuing of Infringements notices	2
12 Permit application – Excess animals	2
13 Working in isolation – Rangers	4
14 Feeding of Animals	3
15 Pound Security	1
16 Surrendered Animals	2
17 Use of Catchpole	3
18 Animal Adoption	1
19 Animal Transport	4
20 Cleaning/set Up of Animal Pens	2
21 Cleaning of Pound	2
22 Euthanasia of Animals	1
23 Socialising of Cats	1
24 Handling non-urbanised/feral cats	3
25 High Risk Dogs	2
26 Animal Assessment	3
27 Quarantining of Animals	2
28 Ranger Responsibilities	2
29 Re-Homing	1
30 Use of Bite Sticks	3
31 Radio/Body worn cameras/Mepac devices	3

Appendix 4: Pound performance data - Cats

Table 8: No. of animals impounded and source of transfer

	2019/20	2020/21	2021/22	2022/23	2023/24	Average 2019/20-24/5	2024/25
Impound	1,251	1,171	1,003	1,128	1,087	1,128	1,285
Reclaimed	9.5% (60)	9.5% (111)	9.1% (91)	5.9% (66)	6.9% (75)	7% (81)	5.6% (72)
Euthanised	18.3% (200)	18.3% (214)	12.2% (122)	18.4% (208)	13.8% (150)	11% (179)	10.5% (135)*
Adopted	4.2% (49)	4.2% (49)	3.8% (38)	3.7% (42)	8.7% (95)	5% (55)	17.3% (222)
Sent to Rescue	60.2% (538)	60.2% (705)	63.6% (638)	49.8% (562)	43.3% (471)	52% (583)	36.3% (467)
Average cats held/month	41	22	15	27	35	28	61

*Does not include 172 cats declared as 'feral' that were euthanised.



Appendix 5: Melton City Council Local Law 2025 – Part 6 (part)

6.2 Animal Litter

- 6.2.1 A Person who is in control of any Dog, Cat, Livestock or other Animal in or on a Public Place must:
- have in their possession a bag or other receptacle for the purpose of removing from the Public Place excrement from that Dog, Cat, Livestock or other Animal deposited in or on the Public Place;
 - not allow excrement of the Dog, Cat, Livestock or other Animal to remain in or on the Public Place; and
 - remove from the Public Place any excrement of the Dog, Cat, Livestock or other Animal if directed to do so by an Authorised Officer.

6.3 Animal Numbers

- 6.3.1 A Person must not, without a Permit, and other than in accordance with such Permit keep, or cause or allow to be kept:
- any more of each species or group of Animals than is stated in Table 1 in this clause O; or
 - any Animal that is not listed in Table 1 in this clause O.

Type of Animal or Bird	On land of 4,000m ² or less	On land more than 4,000m ² and less than 20,000m ²	On land of 20,000m ² or more
Dogs			Unlimited
Cats			Unlimited

6.4 Animals kept in or on Council Land

- 6.4.1 A Person must not, without a Permit, and other than in accordance with the conditions of such Permit, keep any Animal in or on any Council Land.

6.5 Animal Keeping

- 6.5.1 The Owner or Occupier of a Property must not keep any Animal on that Property except in accordance with any relevant Code of Practice made under the:
- Prevention of Cruelty to Animals Act 1986*;
 - Domestic Animals Act 1994*; or
 - any other relevant Law.
- 6.5.2 The Owner or Occupier of a Property on which any Animal is kept must ensure that the Property is adequately secured to the satisfaction of Council or an Authorised Officer to prevent such Animal from escaping from that Property.

Melton Civic Centre

232 High Street, Melton

T 9747 7200

Melton Library and Learning Hub

31 McKenzie Street, Melton

T 9747 7200

**Caroline Springs Library
and Learning Hub**

193 Caroline Springs Boulevard

Caroline Springs

T 9747 7200

melton.vic.gov.au



12.4 DRAFT KURUNJANG NEIGHBOURHOOD ACTIVITY CENTRE URBAN DESIGN FRAMEWORK

Author: Brendan Aikman - Acting Coordinator Strategic Planning

Presenter: Sam Romaszko - Director City Futures

PURPOSE OF REPORT

To present to Council the Draft Kurunjang Neighbourhood Activity Centre Urban Design Framework for endorsement to proceed to community engagement.

RECOMMENDATION:

That Council:

1. Release the Draft Kurunjang Neighbourhood Activity Centre Urban Design Framework for community consultation for a period of four weeks.
2. Note that following the community consultation period, the draft framework with proposed changes be presented to a future meeting of Council for endorsement.

Motion

Crs Ramsey/Vandenberg.

That Council:

1. Release the Draft Kurunjang Neighbourhood Activity Centre Urban Design Framework for community consultation for a period of four weeks.
2. Note that following the community consultation period, the draft framework with proposed changes be presented to a future meeting of Council for endorsement.

For: Crs Abboushi, Carli, Majdlik, Morris, Ramsey, Turner, Vandenberg, Verdon and Zada

Against: Nil

Abstain: Nil

CARRIED UNANIMOUSLY

REPORT

1. Executive Summary

The Draft Kurunjang Neighbourhood Activity Centre (NAC) Urban Design Framework (UDF) (**Appendix 1**) has been prepared and is now ready to be released for community consultation. This process will inform the final changes to the document ahead of Council's consideration for approval at a future meeting.

The UDF outlines a framework on the built form and public realm design on the land known as the Kurunjang Neighbourhood Activity Centre (NAC), otherwise known as 490-528 Coburns Road, Kurunjang. The UDF proposes a neighbourhood-scale activity centre that will accommodate a full-line supermarket, specialty shops and other supporting retail, a medical centre, community uses, mixed-use development, and medium density residential options.

A UDF is a requirement based on the Melton North Precinct Structure Plan (Growth Areas Authority, 2010) and community engagement on strategic planning documents such as these is a legislative obligation under the Local Government Act 2020.

2. Background/Issues

The Melton North Precinct Structure Plan (PSP) was prepared and adopted by the Growth Areas Authority (now Victorian Planning Authority) in 2010. This PSP covers an area of approximately 100 hectares and predominantly planned for conventional residential development, which has mostly been developed. The PSP also included a large public open space on the eastern boundary of the precinct along Dalray Crescent, land designated for community facilities, and a commercial core on the eastern side of Coburns Road. This PSP planned for an approximate population of 4,000 people; however, the NAC would serve the broader Kurunjang and Harkness areas, which have a combined population of approximately 23,000.

Schedule 2 to the Urban Growth Zone in the Melton Planning Scheme gives effect to the Melton North PSP. The application requirements under this schedule state that a permit must not be granted to use or subdivide land, or to construct or carry out works until an Urban Design Framework for the activity centre has been prepared to the satisfaction of the responsible authority.

The location of both the PSP and UDF areas are shown in the map below.



This UDF is therefore an important planning milestone for the community as it represents a major step towards developing the NAC to serve the local community and also helps to drive quality urban design outcomes.

In more detail, the PSP also provides direction on what the UDF must strive to achieve. This includes:

- Be consistent with the role and function for the activity centre.
- Show a 'main street' design based on the east-west connector road.
- Show how the centre relates to and integrates with community facilities.
- Show potential for future expansion of commercial floorspace, dwellings and employment opportunities in the centre.
- Include building design guidelines that support the 'main street' function of the centre.
- Set out the design of streets including design measures that encourage walking and cycling through links to the wider trail network.
- Show the overall landscape concept for the centre.
- Provide details of street lighting, street furniture, and public signage
- Set out arrangements for access to the centre from Coburns Road.
- Include guidelines to support environmental sustainability including water sensitive urban design and energy conservation.
- Set out design guidelines for advertising signs.
- Set out arrangements for service areas for deliveries, waste disposal, emergency services that will not generate material impact on adjacent residential areas.
- Set out how public transport will be integrated with the centre.
- Set out the extent of land to be included in the Business [Commercial] 1 Zone.

Insight Planning has been engaged to prepare the UDF on behalf of the landowner who has expressed interest in developing the land. Council officers have been closely involved during the drafting of this UDF, including both the written requirements and guidelines, as well as the preferred future framework and concept plans.

In the collective professional opinion of Council's Strategic Planning and Urban Design team, the Draft UDF satisfies the requirements outlined in the PSP, as well as proposing a framework that will drive a positive built form and urban design outcome delivering an overall community benefit. This framework includes planning requirements and guidelines that future planning applications will be assessed against. These relate to the following planning and design considerations:

- Land Use
- Built Form
 - Massing, Interface and Setbacks
 - Articulation, Materials and Detailing
- Movement and Access
 - Pedestrian and Cycle
 - Public Transport
 - Vehicle
 - Car Parking
- Landscaping and Public Realm
- Sustainability

Specific design components required in-depth discussion and received particularly close attention during the designing and drafting of this Draft UDF. These are detailed below with the issues and outcomes discussed.

Main Street

The Melton North PSP outlined the importance of the east-west 'main street'. Achieving some resemblance of a traditional main street with shops and businesses opening up to footpaths and an urban plaza was a primary focus for Council's urban design and strategic planning team. The building design, setbacks to the street, mix of land uses and the nominal design of the future urban plaza will all contribute to achieve the objective of creating a vibrant main street.

Interface to residential areas

Activity centres often have important interface considerations based on some of its sensitive environments. An example of this is the back-of-house facilities such as waste storage and loading docks, which require high-quality screening to avoid negative amenity impacts, and the interface between residential areas and large car parks which have amenity and safety implications. It is difficult to achieve a perfect outcome; however, the Draft UDF provides a good balance of ensuring that the future activity centre works well from a commercial and operational perspective, that the surrounding residents will have pleasant outlooks and that negative amenity impacts are acceptably managed through urban design measures.

Land uses in the southern portion of the UDF area

Given that the proponent will not have control of land development in the southern portion of the UDF area (south of the future Main Street), there is a need to plan for something that will have a commercial demand and not exclude potential investors, while still providing Council and the community that an acceptable outcome that can be achieved. As such, the Draft UDF demonstrates flexibility in this area of the UDF with land uses nominated as 'mixed-use', which can include some retail land uses, commercial services and residential buildings. The UDF places a greater emphasis on the built form direction here, rather than prescribing strict land use controls.

Presentation to Coburns Road

Coburns Road is an important and prominent north-south arterial road and will provide the gateway to most of the future visitors/users of this activity centre. As such, a focus has been on the design of the intersection of Coburns Road and the future Main Street. The design features here include active frontages to the corners and both streets, and a higher scale of built form. As active frontages to Coburns Road aren't feasible the entire length of the UDF area, generous landscaping buffers have been listed as a requirement to that at-grade car parks and drive-throughs are adequately screened.

3. Council and Wellbeing Plan Reference and Policy Reference

The Melton City Council 2025-2029 Council and Wellbeing Plan references:

2. A thriving and well-designed City

2.3 A City that has well-designed and maintained places and spaces accessible to all.

4. Financial Considerations

There are no financial considerations for the consultation stage of this project, as the consultation process will be carried out by Council's internal teams with costs incurred as part of the team's operational budget.

The development of the UDF has been proponent-led and as such costs to date have been incurred directly by the proponent.

5. Consultation/Public Submissions

In line with Victoria's overarching planning framework and the public transparency principles of the *Local Government Act 2020*, Council seeks to engage with the community at all available opportunities to promote public transparency in decision making. The ultimate purpose of a Major Town Centre means the community will be directly and significantly impacted.

To ensure Council is considering the views of key stakeholders, Council proposes to run a comprehensive community engagement process. The following is proposed to be undertaken over a 28-day period:

- a. A copy to be made available at Council's Civic Centre at 232 High Street, Melton and on Council's website;
- b. Notification to key stakeholders, landowners, local community and Victorian government Departments;
- c. A community drop-in session;
- d. Engagement via social media, newspaper, and Melton Conversations page; and
- e. Publication of responses to Frequently Asked Questions.

Stakeholders will include the landowner of the MTC, landowners and occupiers within a 1-kilometre radius of the MTC, relevant government agencies and authorities, and the wider community.

A report outlining any feedback received, and Officers response, will accompany the final report to be presented to Council for endorsement of the UDF.

6. Risk Analysis

By releasing the Draft UDF and to proceed with community consultation activities, Council can risk some negative community feedback and media attention; however, this is managed within an acceptable level by normal community engagement planning. This is also a common practice for similar strategic planning projects.

If Council chooses not to release the Draft UDF and proceed to the community consultation period:

- a. The project will be delayed, impacting the delivery of commercial and retail facilities, important for the liveability of the Kurunjang and Harkness communities.
- b. Council may not receive important feedback from the community and miss the opportunity to shape the activity centre based on feedback from local residents.
- c. Council exposes itself to the inherent risk associated with a lack of public consultation and negative press coverage.

7. Options

1. Approve the Draft UDF to community consultation period of four weeks.
2. Not approve the Draft UDF and seek a further report to be presented to Council for consideration so that changes can be made, deferring the release of the draft.

LIST OF APPENDICES

1. Draft Kurunjang Neighbourhood Activity Centre Urban Design Framework



DRAFT KURUNJANG

NEIGHBOURHOOD ACTIVITY CENTRE
URBAN DESIGN FRAMEWORK



1.1.1 Document Register

Revision	Date	Purpose	Reviewer	Pages Updated
1.0	28/06/24	UDF Submission	-	-
2.0	15/09/25	UDF Submission	B.A	All.
3.0	xx/09/25	UDF Submission		All.



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01 INTRODUCTION

i2C Architects and Insight Planning have prepared the Urban Design Framework (UDF) on behalf of Coles Property Group for the land at 490-528 Coburns Road, Kurunjang. The site is referred to as Property 6 within the Melton North Precinct Structure Plan (PSP) and represents the location of the Neighborhood Activity Centre (NAC).



1.1 Purpose for this Document

The intention for this Urban Design Framework (UDF) is to set out an overarching vision and intent for the Kurunjang Neighbourhood Activity Centre (NAC) area; guiding the local community, Melton City Council and future stakeholders on a clear strategy for future development within the UDF area.

This document outlines these objectives and intentions that achieve an integrated urban design outcome throughout the Kurunjang NAC and one that ensures a uniform design ideology and positive public realm for the experience of the community.

1.2 How to use this Document

The Kurunjang NAC UDF is arranged into six sections; each providing context, guidance and implementation strategies for the future development of the Kurunjang NAC

Introduction:

- » Section 1 provides background and the overall intent for the UDF, outlining its usage and implementation. Each succeeding section within the UDF outlines in detail the strategies and intentions of the UDF

Site Context:

- » Section 2 outlines the immediate and regional context, outlining key site considerations as outlined in the PSP

Strategic Context:

- » Section 3 will address the strategic and planning background context which influenced the creation of the implementation strategy as outlined in this UDF, citing framework principles

Urban Design Framework:

- » Section 4 will outline the vision and urban design and master planning principles. These principles are divided into the following:

- 4.1 Vision
- 4.2 Requirements of the PSP
- 4.3 Major Elements of the Urban Design Framework
- 4.4 Integration
- 4.5 Land Use
- 4.6 Built Form
- 4.7 Movement and Access
- 4.8 Landscaping and Public Realm
- 4.9 Sustainability

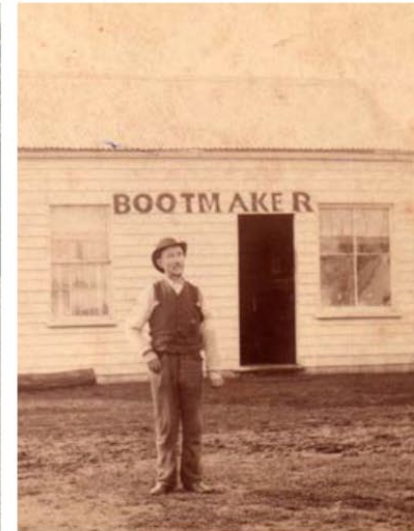
- » Each subsection provides further detail, guidelines and requirements expected within the Kurunjang NAC.

Implementation and Staging:

- » Section 5 outlines the proposed staging strategy for the implementation of the UDF, outlining the key development drivers

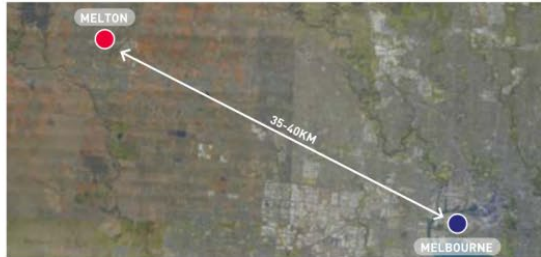
Conclusion

- » Section 6 summarises the intent of the UDF and how it connects to the PSP and the Melton Planning Scheme.





02 SITE CONTEXT



The NAC will be centrally located within the Melton North PSP area. This PSP is situated 3.5 km north of the Melton Town Centre, 5.5km from the Melton Railway Station and 33km west of the Melbourne CBD.

The precinct is situated between semi-rural land to the north and the existing urban area of the suburb of Kurunjang to the south. Land uses in the surrounding area include small farm holdings, residential development, public sporting fields and open space and the Lerderderg State Park. The site has distant views towards the Pyrete Ranges within the Lerderderg State Park.

The precinct comprises of land parcels to the east and west of Coburns Road. This local arterial road forms the central thoroughfare through the PSP, with all key local amenity and residential areas being serviced by this, and provides a direct connection to major nearby Activity Centres comprising Melton Town Centre, and Woodgrove Shopping Centre, Melton Highway, the Western Freeway and Melton Railway Station, all to the south of the precinct.



2.1 Site Analysis



Heritage and Built Form:

- » The traditional owners of the land are the people of the Wurundjeri
- » Local built heritage is predominated by rural architecture including farm houses and agricultural sheds, reflective of a deep ceded agricultural heritage. The Kurunjang region has primarily been used for dry land grazing and cropping since post-colonial settlement from the 1830s. The surrounding landscape within and north of the PSP site consist of small rural landholdings, and subsequent residential development allotments



Accessibility:

- » Five key road entry points facilitate access to the PSP site, three provide access to established residential developments to the south; with two additional road networks serving as the central arterial to the northern semi-rural district beyond
- » Public transport is facilitated by a bus network running to Melton Railway Station, 6km (20min journey) to the south of the PSP area



Open Space:

- » To the north of the PSP area is the expansive sport and recreational facility of MacPherson Park, a major regional public space. This parkland hosts the Melton and District Pony Club, Melton District Adult Riding Club, Melton Greyhound Racing Club and St Domenics Tennis Club. MacPherson Park also has a range of facilities including AFL, cricket, baseball, soccer, rugby union and cycling



Community Facilities:

- » Nearby existing community facilities outside of the PSP area include:
 - Melton Waves
 - Kurunjang Primary School
 - Kurunjang Secondary School



Natural Features:

- » The PSP site area is relatively flat, with a slight fall from north to south, converging around the NAC site. The consideration and management of these overland flows at early conceptual phases will be integral to the success and feasibility of future NAC development. The location and dimensions of any required easements are to be engineered to cater for adequate rain water runoff and flood events within the area



- » Vegetation includes scattered trees planted as windrows and are generally along site boundaries and constitute a mix of native and exotic species. Introduced pasture and grassland is the dominant vegetation type
- » Distant views are afforded toward the Pyrete Range in the Lerderberg State Park to the north, the predominate landscape feature 10km to the north



03 STRATEGIC CONTEXT

As detailed below, this Urban Design Framework is informed by a strategic basis that is articulated through relevant planning policy.

3.1 Planning Policy Framework

The Melton Planning Scheme sets out overarching policy and guidance in relation to the development of growth areas, with particular regard to Clauses 11 (Settlement), 15 (Built Environment and Heritage), 17 (Economic Development), 18 (Transport) and 19 (Infrastructure).

Specific direction is provided within local policy at Clause 11.03-1L – Activity Centres on the hierarchy of retail and other commercial activities within the municipality consistent with the City of Melton Retail and Activity Centres Strategy (2014). The Kurunjang centre is designated as a Neighbourhood Activity Centre.

The requirements and guidelines for the Kurunjang Neighbourhood Activity Centre outlined in the PSP are consistent with the policy objectives and strategies within the Planning Policy Framework.

3.2 Regional Context

The Kurunjang Neighbourhood Activity Centre is located within the Melton North PSP, approximately 33 kilometres west of the Melbourne CBD, and forms part of the Western Growth Corridor.

The Melton North PSP area is located to the north of the Western Freeway and Melton Highway, which provide convenient access to the Melton Township and broader Melbourne metropolitan road network.

The precinct is located approximately 3.6 kilometres to the north of the existing Melton Town Centre, a Major Activity Centre and the major commercial, retail and employment centre in the Melton Township.

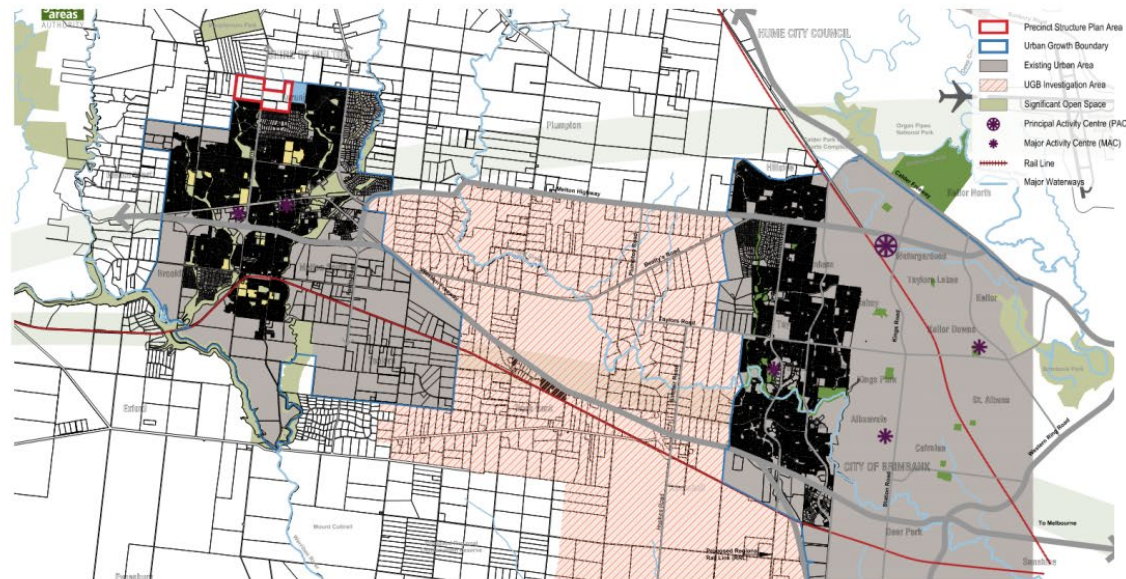


Figure 1
Regional Context - Precinct Structure Plan



3.3 Melton North Precinct Structure Plan

The Kurunjang Neighbourhood Activity Centre UDF responds to the objectives and vision of the Melton North PSP. It is an integral step in implementing the vision for the centre, which is articulated in the PSP as follows:

Kurunjang is an extension of the existing and growing Melton township. New shops, services and community facilities that serve both the new community and the local area will form the centre of the new community.

The Kurunjang NAC will be well connected to both existing and future residential catchments that it serves through the proposed road and active transport networks. The NAC utilises a traditional 'Main Street' form and is designed to ensure a high degree of permeability for pedestrians and cyclists to connect into surrounding residential areas, and educational and community facilities.

A town square will provide a central focus for activity within the NAC. This space is strategically located adjacent to key retail anchors and destinations to ensure a vibrant and activated public space for the community.

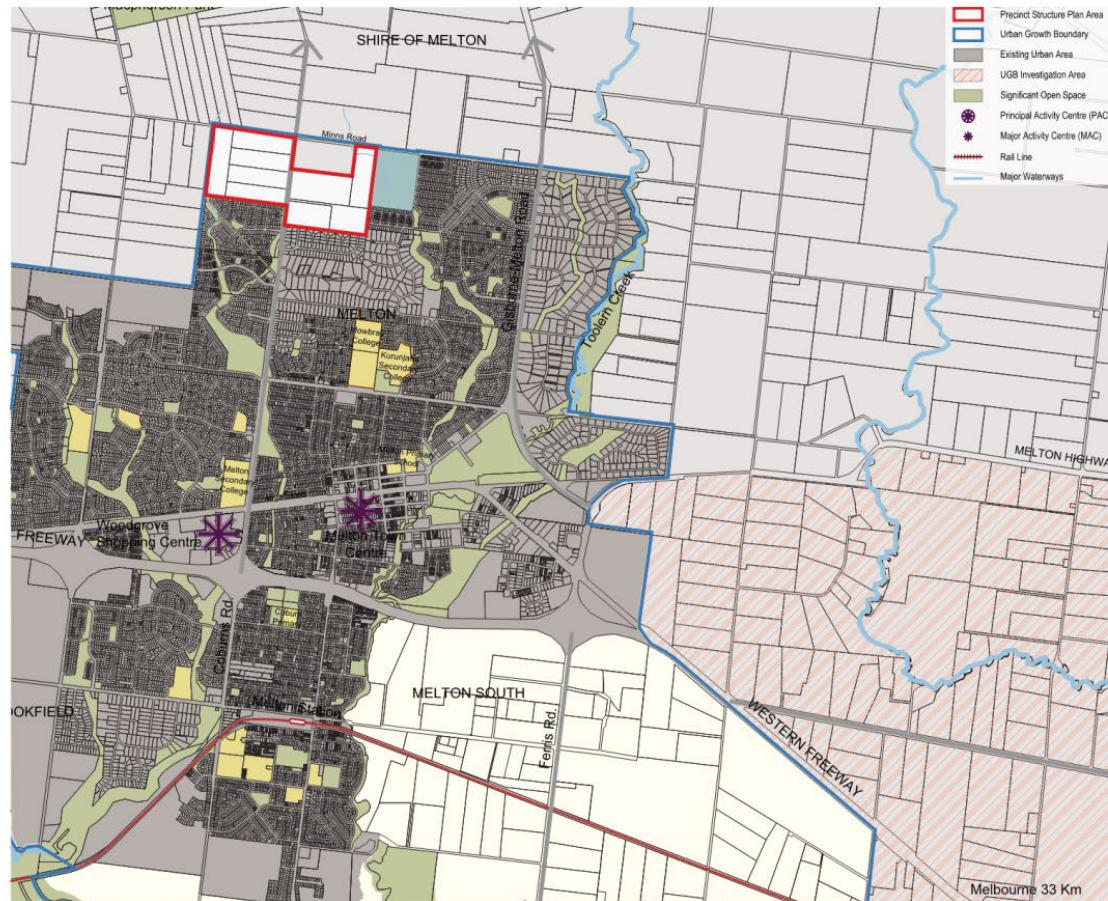


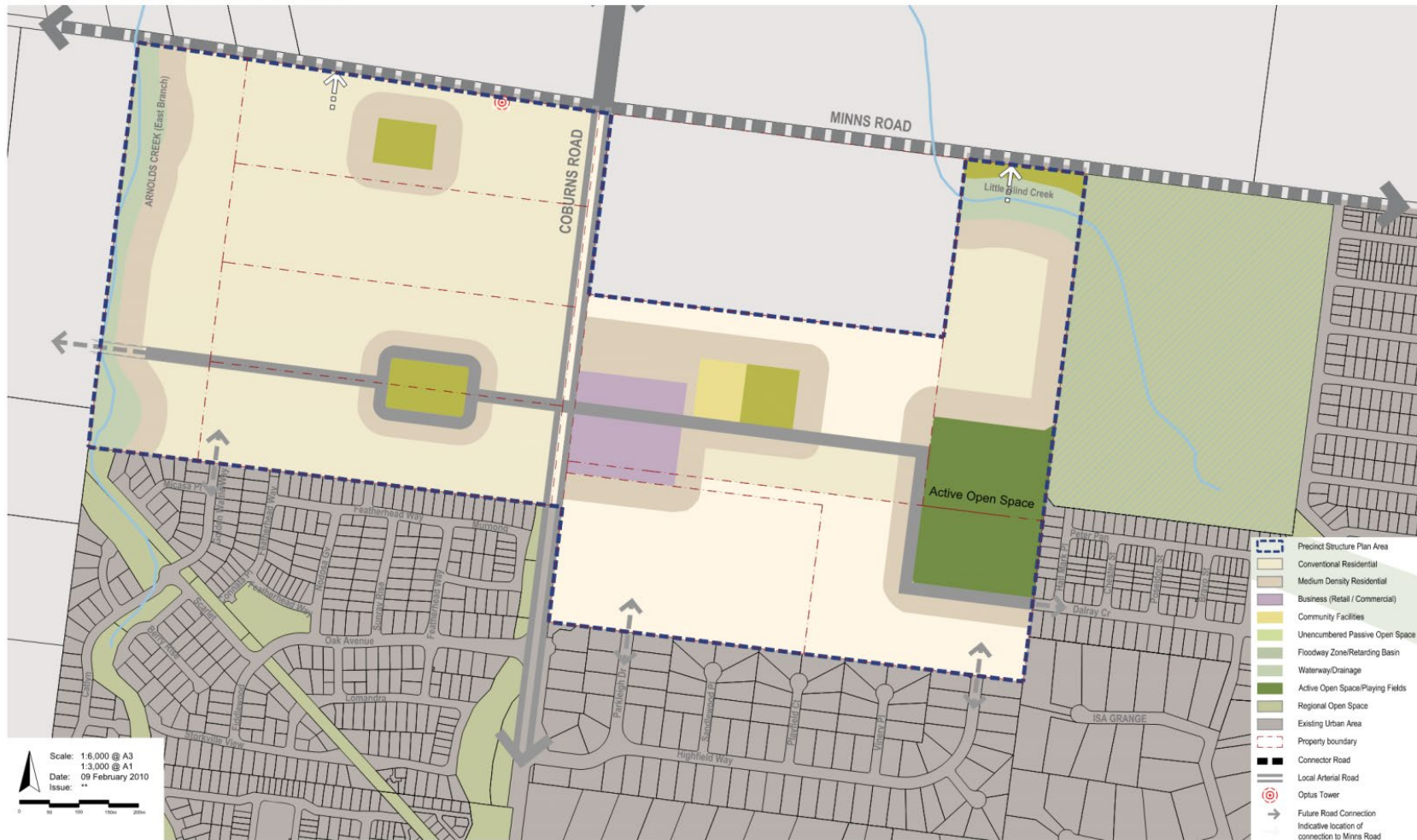
Figure 2

Local Context - Precinct Structure Plan



Figure 3

Future Urban Structure - Precinct Structure Plan





3.4 Local NAC Principles

In support of the 20-minute Neighborhood concept, The Victorian Planning Authority (VPA) has developed 10 key principles for the location, design and development of Local Town Centers within Melbourne's Growth Areas as outlined below. These principles have been applied to the development of the Kurunjang NAC and are further outlined in the development of a Framework Plan in Section 4: Urban Design Framework.



Principle 1:

Provide every neighbourhood with a local NAC as a focus of the community with a fine grain, closely spaced distribution pattern.



Principle 2:

Locate the local NAC on a connector street intersection with access to an arterial road and transit stop.



Principle 3:

Locate the local NAC in an attractive setting so that most people live within a walkable catchment of the local NAC and relate to the centre as the focus of the neighbourhood.



Principle 4:

Provide a full range of local community and other facilities including a supermarket, shops, medical and recreation uses.



Principle 5:

Focus on a public space as the centre of community life.



Principle 6:

Integrate local employment and service opportunities in a business friendly environment.



Principle 7:

Include a range of medium and high density housing and other forms of residential uses within and surrounding the local NAC.



Principle 8:

Design the local NAC to be pedestrian friendly and accessible by all modes including public transport, while enabling private vehicle access.



Principle 9:

Create a sense of place with high quality engaging urban design outcomes.



Principle 10:

Promote localisation, sustainability and adaptability.



3.5 Local Planning Policy Framework

The Melton Planning Scheme gives effect to the PSP through the application of zones, overlays and policy requirements. The Melton Planning Scheme identifies the neighbourhood activity centre in the Urban Growth Zone, Schedule 2. The UGZ Schedule sets out the requirements for use and development of land within the Kurunjang NAC.

The UDF addresses the requirements set out at Clause 3.0 of the Schedule, as follows:

Neighbourhood Activity Centre urban design framework

If land to the east of Coburns Road is shown as, or in the immediate vicinity of, a neighbourhood activity centre on Plan 1, a permit must not be granted to use or subdivide land, or to construct a building or construct and carry out works until an Urban Design Framework for the activity centre has been prepared to the satisfaction of the responsible authority.

A permit may be granted to subdivide land or to construct a building or construct and carry out works prior to the approval of an Urban Design Framework if, in the opinion of the responsible authority, the grant of the permit will not prejudice the achievement of the objectives and planning and design guidelines for the activity centre set out in the incorporated precinct structure plan.

The responsible authority may allow an Urban Design Framework to be prepared in stages.

The Urban Design Framework may be amended to the satisfaction of the responsible authority.

LEGEND

- Local Town Centre (LTC)
- At Grade Car Park
- Residential Superlot*
- Main Street Access
- Pedestrian Circulation
- Car Park Access
- Council Community Facility Parcel (0.8HA)*
- Covered Plaza

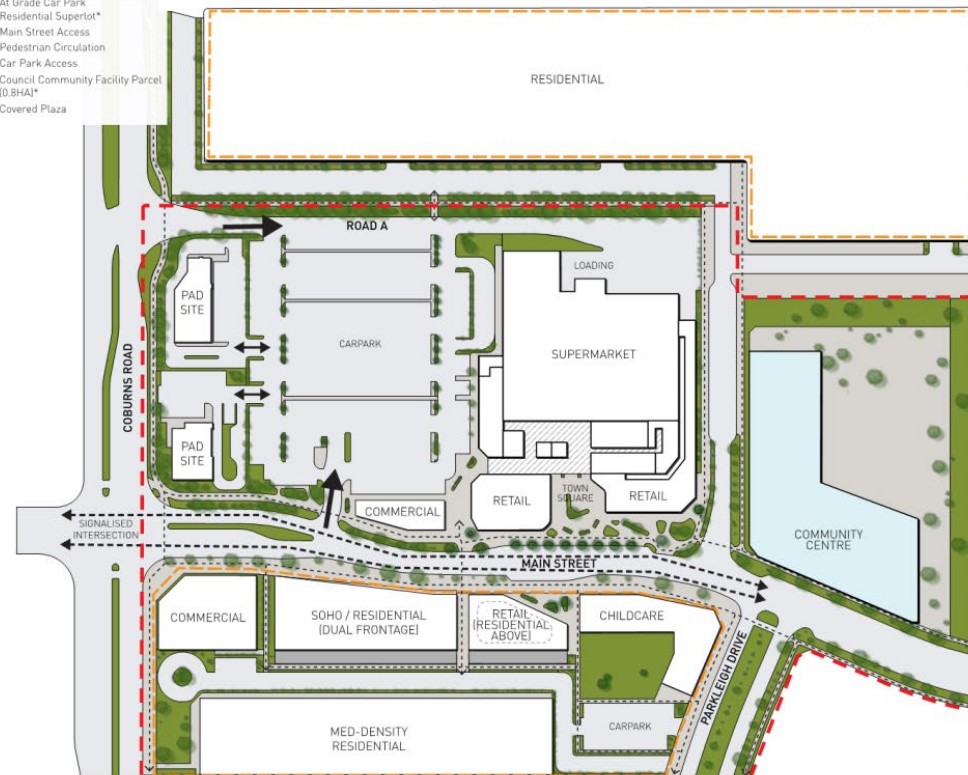


Figure 4
Concept Plan



04 URBAN DESIGN FRAMEWORK



4.1 Vision

The Kurunjang local NAC will be a vibrant and healthy heart of the local community, with a focus on quality outdoor space that supports community vitality and the promotion of neighbourhood values.

Focused around a vibrant Main Street, the local NAC will provide a unique village atmosphere that prioritises a quality public realm where the local community can come together to live, work and play.

The community will benefit from a diverse mix of retail and service-based offerings throughout the precinct. Anchored by a full-line supermarket, the core retail zone located on the northern side of Main Street will provide for everyday convenient shopping with a range of specialty retail shops, complimented by fresh food, recreation, and medical offerings.

A vibrant Town Square will support an outdoor casual dining offering with space for the community to congregate. Located within walkable proximity to the future community facilities and active open space to the east, the plaza will be the heart of the NAC with a diverse mix of cafes and casual food offerings.

Shopfronts and adaptive activation will interface each side of the Main Street, encouraging a village feel throughout and connecting the NAC to the wider Melton region.





4.2 Requirements of the PSP

The Melton North PSP (Section 5.3 Employment and Activity Centres) sets out Objectives (Section 5.3.1) and Planning and Design Guidelines (Section 5.3.3) for the UDF. In accordance with this, the Urban Design Framework required under the Schedule to the Urban Growth Zone must:

4.2.1 Be consistent with the role and function of the activity centre

In meeting the day-to-day convenience and service needs of the new community and established residential areas beyond the precinct, the UDF provides the principles and controls to establish a centrally located NAC.

4.2.2 Show a 'Main Street' design based on the east-west connector road

The UDF illustrates a 'Main Street' that will run east-west through the activity centre, and will be the vibrant heart of the community. Finer grain shops will activate into it and pedestrianisation prioritised.

4.2.3 Show how the centre relates to and integrates with community facilities

Directly adjacent the NAC on the eastern side, the community facilities play an important role in the overall masterplan for the Kurunjang precinct. In this location, the town square, community facilities and active open space are integrated together and easily accessible to the local community.

4.2.4 Show potential for future expansion of commercial floor space, dwellings and employment opportunities in the centre

The UDF demonstrates where practical commercial expansions may be developed to meet the growing employment needs as the community matures over time. Key retail and service based expansions are strategically located along the Main Street in the form of upper level extensions, prioritising activation at street level. The southern side of Main Street offers a mix of residential,

SOHO (Small Office Home Office), commercial, and retail uses that offer flexibility to respond to growing employment and housing requirements as the community matures.

4.2.5 Include building design guidelines that support the 'Main Street' function of the centre

The Kurunjang NAC is to foster a sense of place and community whereby a traditional 'Main Street' strip will generate a critical mass of activity at street level. Section 4.3 illustrates the key elements and principles for the development of the Main Street. Section 4.6 (Built Form) further outlines the specifics around image and character to be incorporated in supporting the function of Main Street as the vibrant heart of the precinct.

4.2.6 Set out the design of streets including design measures that encourage walking and cycling through links to the wider trail network

The Main Street which runs through the NAC serves as a connector between Arnolds Creek in the west and Little Blind Creek in the east.

At the connection with Coburns Road and Main Street, the community will be able to continue west along Willandra Blvd and join the Arnold Creek trail.

Main Street will continue east toward the Active Open Space where cyclists and walkers will have an opportunity to connect directly into the off-road path network that joins the Little Blind Creek trail.

4.2.7 Show the overall landscape concept for the centre.

A Landscape Master Plan is included in the UDF at Section 4.8 (Landscaping and Public Realm). It provides details of tree planting that will contribute to the village feel of Main Street as well as the overall character and amenity of the neighbourhood. The locations indicated help to create sightlines and frame significant views. The landscape plan also provides further detail on paving and other hard and soft landscape elements.

4.2.8 Provide details of street lighting, street furniture, and public signage

The UDF provides details on the appropriate street lighting to provide for a safe, attractive and inviting public realm throughout the Kurunjang NAC. Street furniture is located throughout Main Street, the town square and along pedestrian routes to provide the community with moments of respite as well as contributing to the overall village feel of the precinct. Further detail are included in Section 4.8 (Landscaping and Public Realm) of the UDF.

4.2.9 Set out arrangements for access to the centre from Coburns Road

There are two separate access points into the NAC via Coburns Road. The community will access Main Street as the key entry gateway to the centre, providing direct access into the main carpark and a central access through the precinct travelling east toward the community facilities, active open space and peripheral residential zones.

A separate 'laneway' access is provided in the furthest north-west corner of the site also, for allowing direct access for service vehicles, and safer movement out of larger trucks away from the general public.

4.2.10 Include guidelines to support environmental sustainability including water sensitive urban design and energy conservation. (Section 4.9)

Several opportunities to incorporate WSUD strategies should be considered in the development of the NAC. These may include elements such as rain gardens; bioswales; buffer strips and tree pits. These features will form part of the future detailed design phase and should be considered in the context of the existing retarding basin to the south of the subject site.

4.2.11 Set out design guidelines for advertising signs.

The Advertising Guidelines in Section 5.3.7 of the UDF should be read in conjunction with the requirements of Clause 52.05 'Advertising Signs' and the 'City of Melton Outdoor Advertising Policy and Guidelines' (March, 2010). This establishes the level of advertising signage control required for the NAC and prescribes



the form, placement, and style of advertising signs within the NAC to ensure the signage contributes to the overall design vision and visual aesthetic of the precinct.

4.2.12 Set out arrangements for service areas for deliveries, waste disposal, emergency services that will not generate material impact on adjacent residential areas.

Section 4.7 of the UDF (Movement and Access) provides the specific details to ensure the servicing of commercial buildings within the NAC are designed to minimise impacts on the surrounding uses and discourage the use of 'Main Street' as a path of travel for service vehicles.

The UDF illustrates the design measures required to minimise the visual impact of loading and back-of-house areas and ensure any interface with adjoining residential zones or public space is designed appropriately to respect the character of the NAC and surrounding areas.

The secondary 'laneway' access from Coburns Road allows for direct service vehicle access and convenience retail access to utilise the movement network while minimising truck movements on the Main Street.

4.2.13 Set out how public transport will be integrated with the centre.

Main Street has been designed to accommodate public transport movement, delivering locals into the heart of the NAC. Bus stops are proposed centrally within Main Street, providing locals with convenient access to the main retail precinct, and within close proximity to the proposed medical and commercial uses. There is no public transport servicing the NAC, but this allows for future routes which will connect the NAC to the wider Major Activity Area and metropolitan transport links south of the Melton North PSP.

4.2.14 Set out the extent of land to be included in the Business 1 Zone.

The areas for retail and non-retail uses within the NAC to be included in the applied Commercial 1 Zone are clearly defined within the UDF. This has been identified through a number of supporting

reports which determine the size of the area required to service the forecasted population of the Melton North PSP catchment area identified. The NAC is proposed to be 4.178 hectares and will provide a number of retail and non-retail services.

4.2.15 The activity centre should provide a range of private facilities and services including medical, child care, banking, offices, and cafes.

The Masterplan Concept included in Section 3.5 of the UDF illustrates the indicative range of uses that include provisions for full -line supermarket, specialty retail, medical, food and beverage and fresh food locations. A flexible mix of residential and commercial office space is included in the southern portion of the site, with community facilities to the east. Directly interfacing Coburns Road, two pad sites have been indicated.

4.2.16 Main Street

The Kurunjang NAC is to foster a sense of place and community whereby a traditional 'Main Street' strip will generate a critical mass of activity at street level.

Main Street is a connector road running east-west between Coburns Road (west) and secondary road networks (east), designed to support increased retail and residential densification.

Main Street is designed to slow traffic and promote a pedestrian friendly environment.

Pedestrian safety on Main Street is prioritised. The movement of service vehicles is discouraged from utilising Main Street in lieu of secondary access roads.

North-south pedestrian movements across Main Street are to be located at key entry points to the retail precinct and Town Square.

Traffic signals are to be located at the intersection of Main Street and Coburns Road.

Landscaping, including mature tree planting within Main Street median strip to provide shade and encourage a boulevard feel.

Built form on Main Street is to activate onto the street and encourage pedestrian activity and movement.

Designed to encourage patronage into the heart of the NAC, Main

Street will integrate public transport access and conveniently located bus stops and waiting areas adjoining key areas of public activity.

4.3 Major Elements of the Urban Design Framework

The Urban Design Framework includes the following major elements and principles:

4.3.1 Public Realm

The Town Square is the heart of the Kurunjang local NAC linking the core retail precinct to the community centre and active open space to the east.

The Town Square will be activated by food and beverage offerings, encouraging outdoor dining and community congregation.

Direct natural light will be encouraged into the Town Square through appropriate canopy treatment.

The Town Square will be the gateway focal point for the NAC on the eastern side.

Landscaping and feature urban design elements will be encouraged to provide a sense of intimacy for the community throughout the public realm.

Finer grain shops, including retail, cafes, food and beverage and fresh food will activate the pedestrian life along the north side of the Main Street and the Town Square.

Safe and efficient pedestrian and cycling links will connect the NAC east-west, providing good connection north and south of Main Street. Sustainable transport initiatives will be encouraged with appropriately located bike parking and end of trip facilities in the NAC.



4.3.2 Car Parking

Shopper convenience is a fundamental component of the NAC. At grade parking is provided on the western side of the retail precinct, accessed via Main Street as you enter in via Coburns Road. A secondary access point is located via the laneway off Coburns Road to the north.

Visual and physical connection to the at-grade carpark from the Main Street core is discouraged. Built form is located along the southern edge of the carpark to ensure the pedestrian priority of shoppers on Main Street.

Parallel on-street parking is located along Main Street to ensure convenient access to externally fronting shops and increased activation of the public realm.

4.3.3 Legibility, Built Form and Use

Feature gateway buildings are nominated along Main Street, bookending the core pedestrian zone east and west and providing appropriate wayfinding for the NAC from the wider area.

Where shopfronts activate out into the public realm, high visibility into stores is encouraged through glazing. Solid elements will contribute to façade articulation and architectural variation. Solid walls are discouraged from dominating the streetscape.

Built form along Main Street will be predominantly made up of single and multi storey built form and constructed largely to the property boundary line. Canopies will be appropriately located to provide weather coverage for shoppers.

The supermarket will be recessed back from the Main Street to provide an appropriately scaled built form and use to key public realm frontages.

Local identity and pride will be enhanced through high quality design of public spaces with consistent landscape themes and considered urban design features.

4.3.4 Supporting Development Principles

The Kurunjang NAC UDF incorporates the vision, principles, objectives and planning and design guidelines as set out in the Melton North PSP.

The UDF develops upon these major elements and principles and includes more detailed guidelines around the following main elements:

- » Integration
- » Land Use
- » Built Form
- » Movement and Access
- » Landscape and Public Realm
- » Signage

4.4 Integration

The Kurunjang Neighbourhood Activity Centre is located centrally within the Melton North PSP area along Coburns Road which connects back into the existing Melton Township. The layout of the NAC is designed to be integrated with its surrounds including existing and emerging residential development to the south and west and future residential development to the east and north.

The extension of Willandra Boulevard on the western side of Coburns Road through the site will serve as the main entry for vehicles into the centre, while loading and service vehicles will utilise a separate access point from Coburns Road to minimise conflict with customer traffic.

The Kurunjang precinct is located approximately 33km west of the Melbourne Central Activity Centre. The Melton Township and Melbourne metropolitan road network are accessed via the Western Freeway and Melton Highway located to the south.

The NAC subject site is located within the Urban Growth Zone approximately 3.6km to the north of the Melton Town Centre, which is the Major Activity Centre and the major commercial, retail and employment centre in the Melton Township.

There are multiple entry points into the subject site. Running north-south along the western boundary of the subject site, Coburns Road provides a direct connection into Main Street, which serves as the central pedestrian spine through the NAC. Main Street runs east-west, connecting the NAC with the residential communities, community facilities and open space to the east.

The existing residential communities to the south of the site are connected via Parkleigh Drive which run north-south to create a pivotal intersection at the south-east corner of Main Street, directly adjacent the proposed Town Square.

Overall, the Melton North Precinct Structure Plan supports access to the recreation, community and commercial facilities for residents outside of the precinct.



LEGEND

- Local Town Centre (LTC)
- At Grade Car Park
- Major Retail
- Specialty Retail
- Commercial Soho
- Pad Site
- Mixed Use / Residential
- Residential
- Community
- Town Square
- Covered Plaza
- Landscaping
- Pedestrian Link

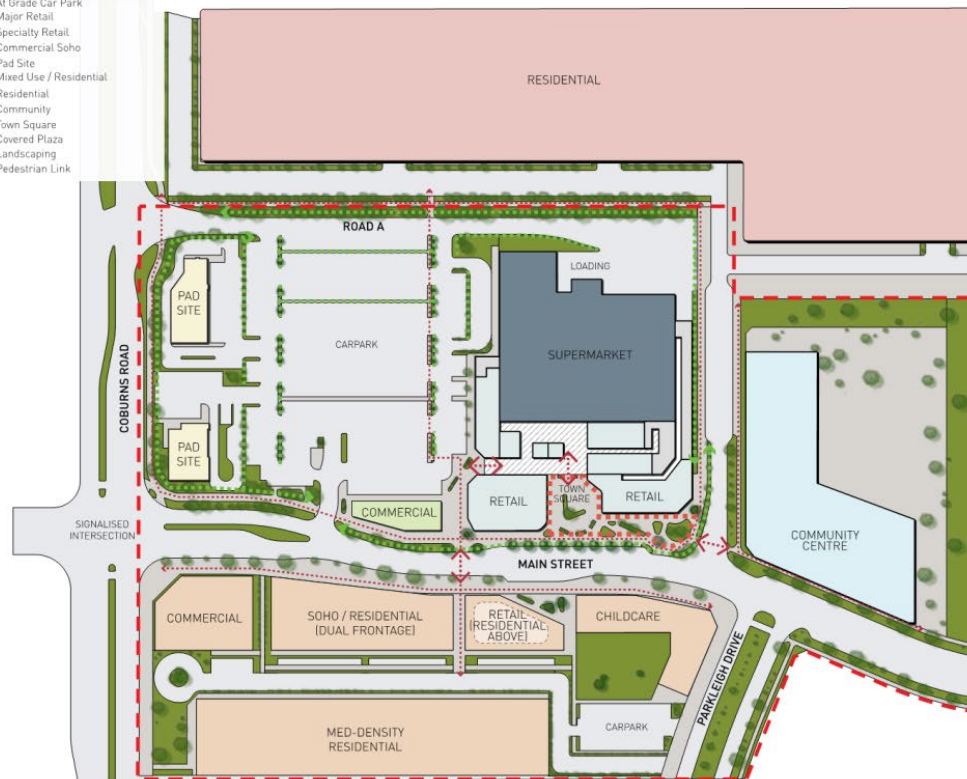


Figure 5

Land Use

4.5 Land Use

The UDF demonstrates that the proposed land uses are generally in accordance with the Future Urban Structure Plan (refer to Figure 3) as indicated in the Melton North PSP. Through consultation with Melton City Council, the overall composition of uses have been refined, however the overall location of which remain generally consistent with the PSP. The core retail precinct is located on the northern side of Main Street, with a residential/commercial flexible use located on the southern side. As indicated in the PSP, medium density residential is proposed to the periphery of the NAC, and the location of community facilities and public open space adjoins the site to the east.

4.5.1 Composition

The key uses on the site include:

- » A full line supermarket
- » Specialty retail
- » Fresh food
- » Food and beverage (cafes/restaurants)
- » Medical facility
- » Gymnasium
- » Commercial (upper level expansion zone)
- » Car parking
- » Convenient Restaurants (Coburns Road)
- » Medium density housing
- » Community facility
- » Unencumbered Passive Public Open Space
- » Childcare centre
- » Soho/Residential

4.5.2 Precincts

The Kurunjang NAC consists of four land use precincts as identified in Figure 5. These include (Northern Business; Southern Residential/ Mixed Use; Residential; Community). The location of precincts are in accordance with the Melton North PSP, and promote an increased densification that supports greater walkability and convenience for the local community.

The NAC is strategically designed to enable the expansion of uses over time to support the growing population of Kurunjang



and provide greater adequate employment opportunities as the community matures over time.

Retail, commercial/ employment and community uses will be located on Main Street with close proximity to public transport. These uses will be anchored by a full-line supermarket within the northern business precinct, driving patronage past the supporting retail and commercial shops and encouraging the activation of Main Street through north-south pedestrian movement between precincts. The community precinct is located directly adjacent to the town square to the east and will help in anchoring the NAC at the eastern end of Main Street and support increased movement into key community gathering areas.

Northern Business Precinct

The town square represents the civic 'heart' of the Kurunjang NAC and serves as the primary gathering space for the community with a prominent casual outdoor dining focus. It is located at the eastern end of Main Street and creates a connective tissue between the Northern Business Precinct and the Community Precinct to the east.

The Northern Business Precinct is anticipated to achieve a retail floor space area of approximately 5770sqm. This is made up of a full-line supermarket (3450sqm), complimentary retail/fresh food/ food and beverage (1480sqm) and medical and gymnasium (840sqm).

There are two significant 'gateway' areas within the Northern Business Precinct that serve to bookend the Main Street east and west and provide for strong visual focal points within the overall context of the NAC. Both areas play important roles in creating a sense of arrival for the community entering the NAC from the east and west and demarking the primary pedestrian zone of Main Street.

The town square represents the primary gateway site on the eastern side of the NAC and plays an important function in driving pedestrian movement further east and greater activation of Main Street. It is the civic heart of the NAC and a key corner site that will include a mix of café and restaurants that complement the Community Facility Precinct directly adjacent. The scale of built form within the town square will be an important instrument in highlighting the importance of this space within the overall hierarchy of the streetscape.

The primary gateway site to the west is located at the entrance to the main carpark on Main Street and serves as an important nodal point to earmark the entrance into the core retail component of Main Street for pedestrians and motorists arriving from Coburns

Road. This site proposes a multi level feature gateway building suited to a medical/gymnasium offering and will serve an important role in providing a visual barrier to the main carpark from the core pedestrian movement in Main Street to the east. The introduction of a gymnasium use in this location, (likely to trade later than the core retail uses) helps provide passive surveillance to the carpark and Main Street, particularly in the off-peak retail hours.

Further to this, pad sites have been strategically located on the western interface with Coburns Road and play an important role in providing both built form to the site edge, as well as screening the body of the main carpark from the west.

The main at-grade car park is located on the western side of the core retail centre and offers convenient access for shoppers to the anchor supermarket and smaller retailers, medical and gymnasium. It is accessed from Coburns Road in two locations (north and south) whereby motorists entering into the NAC via Main Street are then provided direct entry into the carpark, avoiding increased vehicle movement through the central pedestrian zone of Main Street. A separate entry to the northern laneway is located to the north, and this serves as the primary movement for service vehicles, as well as an efficient point of entry for patrons arriving from the north along Coburns Road. Medical, gymnasium, food and beverage tenants interface directly with the carpark, thereby softening the arrival for patrons moving into the retail core from the car park.

Southern Residential/Business Precinct

The Kurunjang NAC will deliver a range of housing choices. Within the southern precinct, the northern interface with Main Street will play an important role in establishing the overall character of the NAC. A medium density SOHO (Small Office Home Office) housing typology (adaptive dwellings) is proposed to front Main Street. The SOHO housing product features dual frontage, with vehicle access provided from the rear street and an adaptive office/home business space fronting Main Street, in order to create the critical retail pattern needed to generate authentic pedestrian movement on both sides of the street and an overall pedestrianisation of the central heart of the NAC. With the increase in Work From Home and remote working arrangements, the adaptive SOHO product provides flexibility to support a range of home based businesses and other professional activities. The scale will be complimentary to that exhibited on the northern side and aid in encouraging a village feel throughout.

Traditional medium density housing typologies are encouraged to be setback from Main Street and form the main body of the southern precinct.





Community Precinct

The council community facility located on the eastern side of the NAC plays a significant role in the context of the northern and southern precincts. The community facility will provide the built form on the southern end of Main Street that will be an important architectural piece in creating a sense of closure within the town square.

The future facility should be designed in a way that it sits harmoniously within the context of the NAC in both mass and materiality, playing a complimentary role within the overall rhythm of the streetscape.

The location of built form and carparking within this parcel are for guidance only, however, should be considered with respect to the relationship this precinct plays in bookending the Main Street and maintaining the village feel of Kurunjang NAC overall. The location of entry points, and outdoor space should be considered in their relation to the town square and the ability for pedestrians to travel east from the retail zones. Establishing a strong corner statement adjacent to the town square will be an important feature to consider when creating complimentary gateway forms and providing a sense of arrival into the NAC from the southern and eastern residential communities.

Residential Precinct

A diverse range of housing choices are provided within the Kurunjang NAC. These include models of mixed-use retail and commercial typologies that will encourage densification around key areas of the public realm and the development of a true mixed-use NAC.

Medium density residential models are designated north and south of the NAC and will aid in providing an appropriate built form scale and language that compliments the Northern Retail Precinct. This will enable a gradual stepping down of massing from the core retail area into the mixed-use / residential precincts, and then toward the traditional single level residential allotments surrounding the NAC beyond. The form and scale of the developments will provide a continuity of scale to that of the retail core and enable a passive surveillance of Main Street, community precinct and the peripheral local access streets.

4.5.3 Land Use Requirements

R1: Land uses must be generally in accordance with Figure 5 and Composition Table in the Land Use section.

R2: A mix of core retail, specialty retail, mixed use, restaurants, medical uses and medium density housing must be provided within the Centre generally in accordance with Figure 5.

R3: Land uses must be compatible at all times and not detrimental to surrounding uses.

R4: Uses fronting the urban plaza / public squares must provide at ground floor level a range of tenancy opportunities that promote outdoor trading (ie. Street trading / dining etc) or visual interaction to facilitate an engaging street frontage.

R5: Future retail within the Centre must not exceed 10,000 square metres unless a permit application is accompanied by an economic report prepared by a suitably qualified professional (where appropriate) to the satisfaction of the Responsible Authority.

R6: Anchor retail tenants (larger than 1,000 square meters) must appear as secondary components in the streetscape through their location behind specialty retail, restaurants, entertainment venues, or appropriate landscape treatments.

R7: Community/Civic, Educational and Health facilities must provide a high-quality street presentation with primary entrances located along primary street(s) with secondary entrances only from car parking areas.

4.5.4 Land Use Guidelines

G1: A mixture of residential land uses is encouraged towards both the north and south of the neighbourhood activity centre area in accordance with Figure 5.

G2: Proponents undertaking development of land identified on the Victorian Aboriginal Heritage Register, and/or with Aboriginal cultural heritage values, should liaise with the designated Registered Aboriginal Party (or Aboriginal Victoria and Traditional Owner Groups in its absence) to ascertain whether heritage interpretation is appropriate in these identified locations, and how the heritage site(s) should be incorporated into the design of the subdivision.



LEGEND

- Local Town Centre (LTC)
- Feature Gateway
- Secondary Gateway
- View Lines
- Activated Main Street
- Council Community Facility Parcel (0.8HA)*
- Focal Point
- Active Frontage
- Secondary Frontage
- Two-Storey indicative built form
- Dual frontage exception
- Setback 0-2.5m

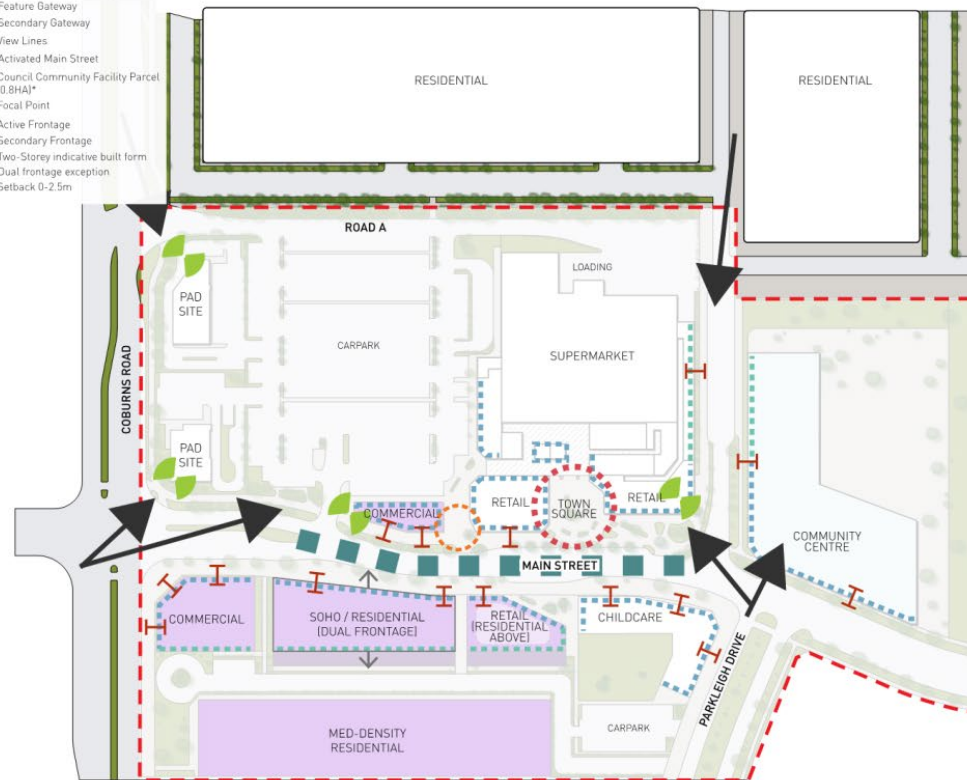


Figure 6
Built Form

4.6 Built Form

The built form within the Kurunjang NAC will play an integral part in establishing the overall look and feel of the activity centre and foster a village feel throughout the precinct. The overall scale of buildings and the articulation of facades will foster a sense of cohesion that will aid in encouraging the local community to come together within the public realm and enjoy the diverse range of uses throughout the NAC.

The position and scale of buildings along the Main Street will play a significant role in establishing the intimacy necessary to foster comfortable pedestrian movement and interaction. Key nodal points have been indicated in the north and south of Main Street that will bookend the central spine create a sense of arrival from both Coburns Road and the residential communities entering from the east. The multi level medical/gymnasium building will play dual roles in both creating a gateway entry node into the Main Street from the west, as well as visually screening the bulk of the main car park from within the core Main Street zone. The built form that frames the town square will be of a scale that helps define the western edge of Main Street and create a gateway statement, particularly when read in conjunction with the future community facility on the adjacent side.

The built form will support a range of housing types which respond appropriately to the land use and overall community vision for Kurunjang. The adaptive dwelling housing typology proposed to the southern side of Main Street will provide a complimentary scale to the fine grain shops interfacing Main Street on the north and reinforce the village feel of the area. The articulation of the facades will be of an appropriate nature to define the street edge and promote the cross-movement of pedestrians north-south on Main Street.

Form, material and character of the built form throughout the NAC will be an integral part of delivering a quality design outcome that will contribute to achieving a vibrant and attractive centre. The built form will compliment the public realm and promote a feeling of comfortability that will encourage the community to live, work and play.

4.6.1 Massing, Interface and Setbacks Requirements

R8: Long, blank walls must not be located within streets designated as requiring Town Centre Interface or Secondary Interface conditions.

R9: All future built form located on the identified Activated Main Street in Figure 6 must set a benchmark for design quality. Built form must provide active building frontages using transparent and permeable



building facade treatments such as windows and operable building openings positioned to allow occupants to overlook and provide passive surveillance.

R10: Built form must deliver a site responsive design outcome.

R11: Built form must have consideration of the sensitive use of the building envelope, and the relationship to adjoining sites.

R12: Built form must encourage high quality, architecturally detailed and visually distinct building design.

R13: The primary entry and frontage of buildings must address the Town Centre plaza or primary streets.

R14: Service and loading docks, driveways and car park access must be located at the rear or side of a building or where least impact will occur on the public realm and be suitably screened from view.

R15: All built form identified as a Secondary Interface in [Figure 6] must provide semi-active building frontages using semi-transparent and permeable building facade treatments.

R16: All built form identified as a Secondary Interface in [Figure 6] must use high quality architectural detailing.

R17: Buildings on corner sites must address and activate both primary and secondary frontages and provide a gateway experience.

R19: Buildings must be sited and oriented to maximise opportunities for solar access to both indoor and outdoor amenity areas.

R20: Buildings must be sited to front the street and provide appropriate passive surveillance of the surrounding public realm.

R21: Where residential lots provide dual frontages within the local town centre, buildings must provide entrances to both frontages and appropriate passive surveillance and activation to both frontages.

R22: Building setbacks must generally be in accordance with the setbacks outlined within [Figure 6].

R23: Building height must be a minimum of two storeys at the street frontage outlined as Two-Storey indicative built form within Figure 6. Upper levels above the second floor must be setback 5 metres from the building frontage unless otherwise negotiated during the permit process.

R24: Service areas for large deliveries, loading docks, and waste

disposal must be located away from the primary frontage of buildings or internalised. Where internalised service areas cannot be provided, they must be screened from public view through landscaping or articulated built form measures to minimise impact on amenity and adjoining neighbourhoods. This does not apply to loading zones designed for small vehicles such as vans that service specialty retail areas.

4.6.2 Massing, Interface and Setbacks Guidelines

G3: Ground floor frontages should adopt a fine grain tenancy.

G4: A consistent built form approach should be provided with a mix of materials and finishes within an appropriate colour palette.

G5: Dual frontage lots are generally discouraged except where indicated on Figure 6.

G6: Activating and providing passive surveillance from lots with dual frontages can be provided by upper level balconies, building entrances on both frontages, ground floor windows, landscape setbacks, low fencing heights, clear delineation of space, and avoiding dominance of garage doors.

G7: Residential or mixed use rooftops should be activated through habitable space, including rooftop gardens where appropriate.

G8: Blank walls should be minimised throughout the Centre. When development within a block is staged, exposed blank walls should incorporate a visually interesting design in the interim, until adjacent sites develop.

G9: Development should consider the provision of solar access to public spaces, parks and key pedestrian streets.

G10: Vehicle access points to residential development should be located away from primary street frontages, shared vehicle and cycle environments and open space areas to minimise disruption to the streetscape.

G11: A high level of visual permeability, particularly on the ground floor, should provide the opportunity for visual connection between building occupants and pedestrians especially when interfacing public space.

G12: Landmark buildings should be of an appropriate scale and use architectural elements to act as a visual wayfinding device.

G17: A mixture of housing typologies and densities is encouraged as outlined in figure 6.

4.6.3 Articulation, Materials and Detailing Requirements

R25: All future built form located on the identified Activated Main Street [Figure 6] must demonstrate the use of contemporary, high quality materiality and finishes.

R26: Built form located on a corner must address and provide visual interest to both frontages using architectural treatments and articulation.

R27: Development must use a colour palette that complements the surrounding context.

R28: Signage in the form of branding and colours must not cover the entire facade, refer to City of Melton 'Advertising Signage Design Guidelines', 2017.

R29: Prevention of graffiti must be considered when detailing materials for sides and rears of buildings, car park and servicing areas.

R30: Commercial and retail, civic, transport, health, justice and educational buildings must provide canopies to the street and over pedestrian walkways to ensure continuous weather protection.

R31: All facades along the Main Street must provide texture-rich materials and/or clear glazed windows to facilitate passive surveillance and visual interest.

R32: All shop fronts must have direct street access as their primary frontage with any secondary entry access from adjoining car parks.

4.6.4 Articulation, Materials and Detailing Guidelines

G13: Buildings should be constructed of durable, robust materials that require minimal maintenance.

G14: Building articulation and detailing should contribute to activation of the public realm at street level.

G15: Building detailing should consider opportunities for informal seating and weather protection.

G16: Solid fencing that prevents views from a building to the surrounding open space should be avoided.

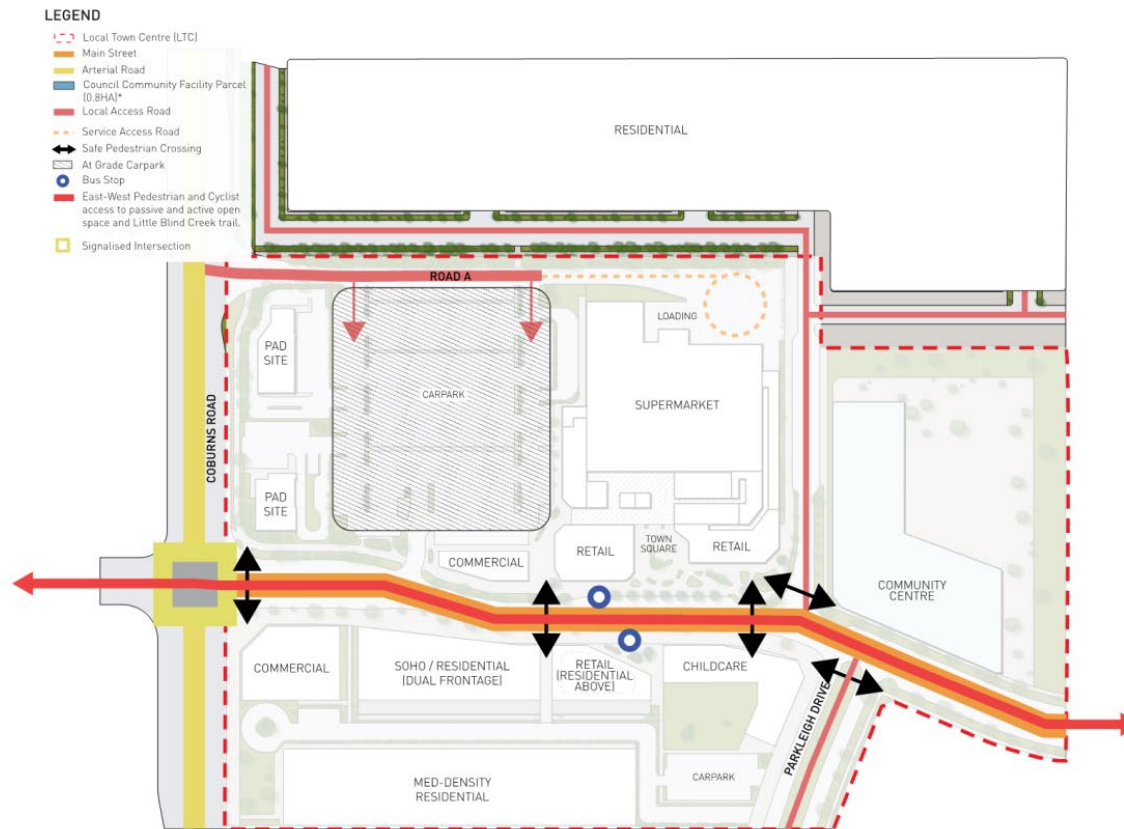


Figure 7

Access Network

4.7 Movement and Access

4.7.1 Pedestrian and Cycle Requirements

R33: Publicly accessible bicycle parking and self-maintenance bike hubs must be provided in convenient locations close to the main entrance points of the retail core and community centre.

R34: To allow for comfortable, legible and safe pedestrian movement through the Centre, street blocks and site layout must be permeable.

R35: CPTED principles, such as natural surveillance, controlled access, and good maintenance must be implemented in the design and construction of all streets, including pedestrian connections within the centre.

R36: Design of all subdivisions, streets and arterial roads must give priority to the requirements of pedestrians and cyclists by providing:

- » Footpaths of at least 1.5 metres in width on both sides of all streets, roads and bridges, unless otherwise specified in relevant cross sections in Appendix 1.
- » Shared paths of at least 3.0 metres in width along Coburns Road as shown on the relevant cross sections illustrated in Appendix 1.
- » On road bicycle lanes of 1.7 metres of width on both sides of the east-west 'Main Street' as shown on the relevant cross sections illustrated in Appendix 1.
- » Safe and convenient crossing points of connector and local streets at all intersections and at key desire lines.
- » Pedestrian and cyclist priority crossings on all slip lanes.
- » Safe and convenient transition between on and off-road bicycle networks

All to the satisfaction of the coordinating road authority and the Responsible Authority.

4.7.2 Pedestrian and Cycle Guidelines

G18: Bicycle parking should be co-located and integrated with other street furniture.

G19: Early delivery of Main Street should be prioritised to promote pedestrian movement and active participation with the streetscape.

G20: Employee bicycle storage, change room and locker facilities



should be located in new businesses where practical, in order to improve end of trip facilities for cyclists.

G21: Where pedestrian priority is required, all footpaths traversing non-signalised intersections should utilise alternative road construction treatments such as raised pavements or alternative materials to visually highlight pedestrian priority.

G22: Vehicle intersections and cross-overs should be minimised in locations adjacent to off road cycle paths and shared paths to ensure pedestrian and cycling priority and safety.

4.7.3 Public Transport Requirements

R37: All bus stops must include amenities such as seats, shelter and bus route information.

4.7.4 Street Typologies

The PSP nominates the intended road cross sections for these two key roads outlined:

Coburns Road - Local Arterial Road

The Melton North PSP nominates Coburns Road as a 4-lane local arterial road, with a typical cross section as shown at Figure 8.

Coburns Road is ultimately to be delivered within a 34-metre road reservation.

It is expected that the shared path will be provided on each side of Coburns Road and located within the 5-metre verge.

East-West Road Connector Road

The Melton North PSP nominates two cross sections for this road. The cross section through the NAC is shown at Figure 9.

This Local NAC cross section for the east-west connector road should be implemented where:

- » Pedestrian accessibility and safety is the primary transport objective
- » It will not impact on public transport services
- » It will not carry more than three services per hour in each direction
- » The posted speed limit is less than 40 km/hr
- » It is provided for less than 250 metres
- » There isn't any use nearby (without an alternate route) that would generate significant bicycle numbers

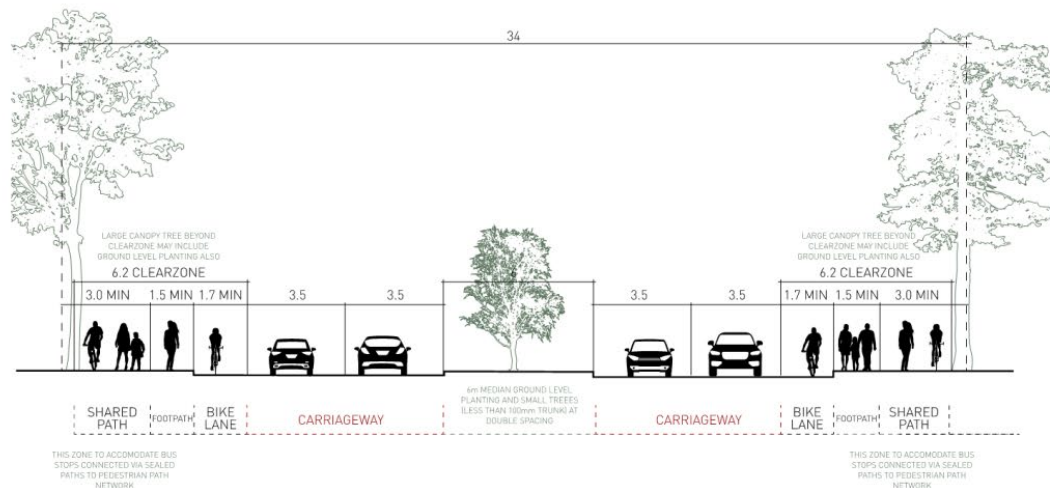


Figure 8

Coburns Road Cross Section A-A

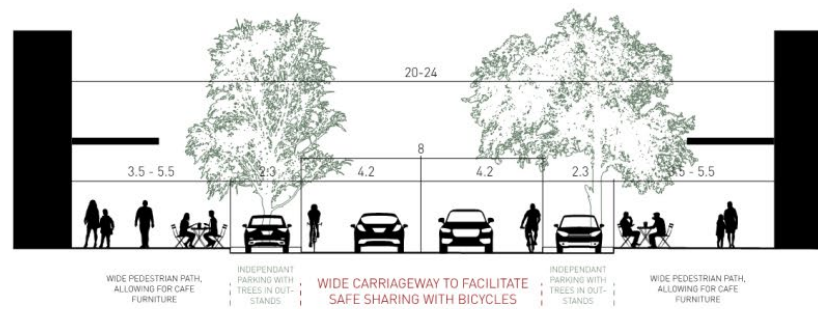


Figure 9

East-West Connector Road Cross Section B-B through NAC

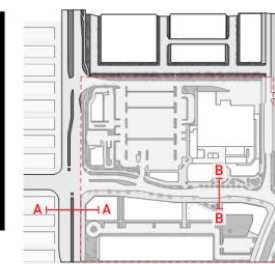


Figure 10

Key



4.7.5 Vehicle Requirements

R37: In the Centre and on all local access streets, development must provide a slow-speed environment that is self-enforcing

R38: The road network must be designed generally in accordance with Figure 7 and applicable street cross sections in Appendix 1.

R39: Service and loading areas must be located to the rear or side of the property away from the future Main Street and Coburns Road and, where possible, consolidated with adjoining land uses.

R40: All access for uses along Coburns Road must be from side streets or rear lanes to ensure there are no vehicle crossovers unless otherwise agreed by the Responsible Authority/DTP.

R41: Provide adequate lighting and opportunities for passive surveillance to ensure customer safety.

R42: Development must provide for landscaping of roads and streets to create key public spaces, landscape corridors and contribute to an attractive and green urban environment.

R43: Appropriate street lighting must be provided on all streets to reinforce the preferred movement network hierarchy.

R44: All streets, including pedestrian connections where vehicle access is provided, must accommodate deliveries and waste disposal services.

4.7.6 Vehicle Guidelines

G22: Drive-throughs should not be located in front of buildings adjacent to Coburns Road unless appropriately screened with landscaping

G23: On street loading bays should be time restricted and located at the end of street blocks.

G24: Electric car charging points should be provided on-site in a consolidated location.

4.7.7 Carparking Requirements

R45: Car park and site servicing access must be designed to minimise potential conflict between vehicles, building occupants, pedestrians and cyclists.

R46: Off-street car parking must be screened from view via built form or landscape elements.

R47: At grade parking must use low level perimeter planting to provide a visual buffer, and where possible, canopy trees to provide shade and delineate a clear pedestrian path through the car park.

R48: Where multi-level car parks are proposed, appropriate sleeving with active frontages, high levels of architectural detail or landscaping elements must be included.

R49: Cars parked on the roof of multi-level car parks or on podiums must use suitable contemporary materials and screening techniques to create visual interest.

R50: Car parks must include water sensitive urban design elements to the satisfaction of the Responsible Authority.

R51: Car parking areas must be appropriately landscaped to the satisfaction of the Responsible Authority in accordance with Council's Off-Street Car Parking Guidelines.

R52: Vehicle access points to buildings (excluding consolidated car park entry) must be located away from key pedestrian streets to minimise streetscape disruption.

R53: Direct pedestrian access to public streets must be provided from car parking areas to generate foot traffic for retail uses and slow down traffic along the main thoroughfares.

4.7.8 Carparking Guidelines

G25: Appropriate car park signage should be provided.

G26: Car parking reduction may be considered where appropriate to encourage alternative modes of transportation. Where car parking is required, sharing of car parks is encouraged to reduce the overall number of spaces across the Centre.

G27: Opportunities to share car parking at different times of the day should be considered, noting that the peaks different uses will differ.

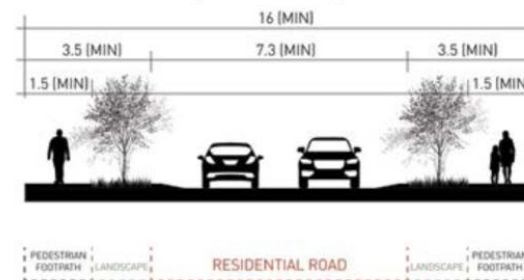


Figure 11

Typical residential street cross section



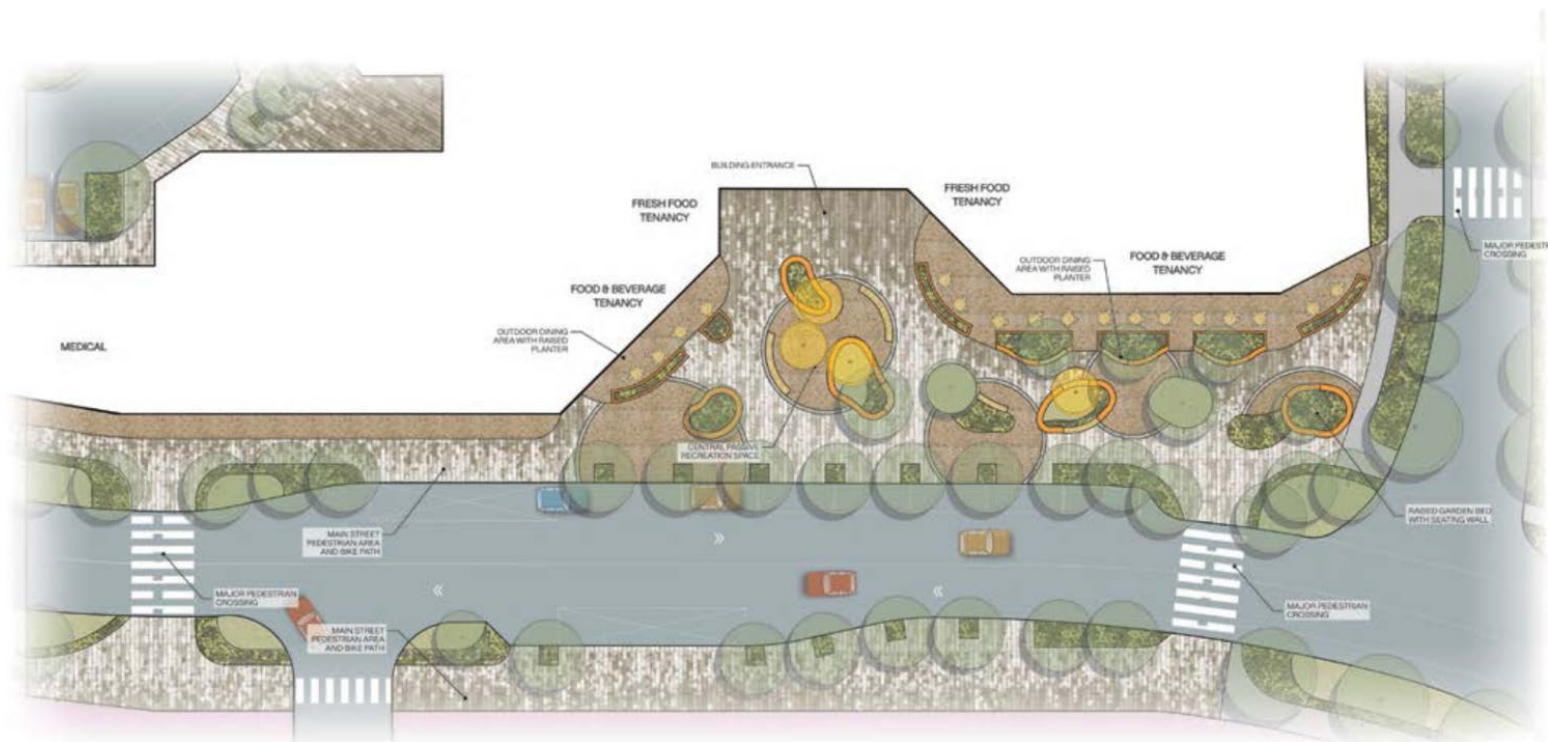
colesgroup Produced by I2C Architects

Landscaping will play an integral role in establishing a consistent and quality design throughout the public realm within the Kurunjang NAC. This will further provide an attractive connection to the off road path network connecting the pedestrians and cyclists to the surrounding trail network. Figure 12 indicates the generous landscape opportunities throughout the NAC.

The town square will form the civic heart of the NAC, linking the core retail precinct to the community centre and public open space to the east. Activated by a variety of food and beverage offerings, the town square encourages outdoor dining and community congregation. Landscaping will play an important role in creating a sense of intimacy within the town square and a general softening of the space overall.

The community facility plays an important role in 'holding' the space, creating a physical form on the eastern side to ensure the town square remains contained as an intimate pedestrian space. This equally proves a convenient walkable connection between the community facility and the town square, and a connection to the retail core on the western side for locals.

The town square will support a number of functions encouraged to bring the community together: The space primarily operates as an outdoor dining zone in which a number of cafés and restaurants of varying scale will activate into, providing opportunity for both private seating within the tenancies themselves, and casual seating opportunities throughout the outdoor plaza. The space also supports opportunities for programmed community events such as performances and markets, anchoring the space as the community heart of Kurunjang NAC.



DECORATIVE PAVING



PLANTERS AND BENCHES



Figure 13
Town Square Concept



Main Street

Main Street will provide for strong pedestrian and cycle movements between the NAC and the wider Kurunjang community.

Tree planting along Main Street will provide a softening of the built form and help establish the village feel of the NAC and reinforce the street as the main thoroughfare of activity within the NAC.

Main Street will include wider footpaths to support increased pedestrian movement, generous opportunities for landscaping and encourage moments for outdoor dining and casual seating zones.

Local Access Streets

The network of local streets within the NAC play an important role in providing pedestrian and cycle routes through to the surrounding communities, off road trails and creeks. Tree planting throughout these streets will provide beautification of the paths to encourage use of the networks as a sustainable transport route, as well as shading the pedestrians and cyclists who utilise them.

Pedestrian Links

The network of pedestrian and cycle links will ensure that the surrounding Kurunjang communities are well integrated with the NAC, defining it as the gateway to the township.

Well articulated crossing points, signage and lighting of pedestrian routes will provide safe movement between precincts within the NAC and the inclusion of trees and landscaping will reinforce them as 'green links' between key destination within and around the NAC.

4.8.1 Public Realm and Landscape Requirements

R54: Public spaces must be provided generally in accordance with Figure 13.

R55: The Town Centre plaza will be the centre's key open space and must be designed to accommodate a range of passive recreational activities, including small-scale events and celebrations.

R56: The public realm must be designed to appropriately respond to specific climate conditions (including sun, shade and wind) through appropriate plant and tree species selection.

R57: Shade structures and appropriate tree species must be considered in order to provide shade/sun control in key public locations. Tree selection must be in accordance with relevant Council landscaping policies.

R58: CPTED principles must be considered in the design of all public realm areas.

R59: Passive irrigation of all trees and landscape elements must be included unless otherwise agreed with the Responsible Authority.

R60: Hard and soft landscaping must be incorporated throughout high amenity streetscape areas.

R61: Public spaces must be framed by a variety of uses operating throughout the day.

R62: All plazas must be accessible for people of all abilities.

R63: The design and construction of public realm areas must be in accordance with Council Policy, Guidelines and Standards.

R64: Streetscapes and pathway networks must incorporate lighting that illuminates footpaths and pathways to ensure amenity and safety for users at night.

R65: All streets and open space areas must include canopy trees and other forms of landscaping.

R66: The placement of street trees must take into account sight lines to ensure pedestrian, cyclists and motorist safety is not compromised.

R67: Public Art must accord with Council's Public Art Policy.

R68: A minimum of 75L nursery stock must be specified for all street trees on all streets within the Centre to encourage high quality street trees.

R69: Town Centre plaza must include large canopy trees.

4.8.2 Public Realm and Landscape Guidelines

G28: Buildings that front Coburns Road that can't provide a nil-setback should be buffered by high-quality landscaping at least 3-5 metres in width. Higher density landscaping should be used to screen drive-throughs and other vehicular access ways, whereas lower density landscaping with waist-high or lower plantings should be used where buildings interface with Coburns Road.

G29: Vehicular entrances to buildings should be minimised or consolidated to reduce the disruption to ground level street frontage.

G30: Landscaping should reinforce a sense of arrival at key gateways.

4.9 Sustainability

4.9.1 Sustainability Requirements

R70: Buildings must be designed in accordance with any relevant Council sustainability design policies and guidelines.

R71: Buildings must be sited and oriented to ensure future dwellings are provided with appropriate solar access, access to daylight, shading, prevailing breezes and minimise energy use for heating in winter and cooling in summer.

R72: Use of reflective building materials must be limited.

R73: Public lighting design must meet the required lighting category with minimum overall wattage required.





R74: All development proposals must be accompanied by an Environmentally Sustainable Design report to demonstrate best practice performance.

R75: Irrigation infrastructure and turf species selection must minimise water usage on open spaces and sportsgrounds.

R76: Rainwater run-off from buildings and sites must be harvested for re-use or recycling within the UDF area

4.9.2 Sustainability Guidelines

G31: Water sensitive urban design principles should be included to passively irrigate trees and other vegetation within the UDF area.

G32: Future development should utilise innovative and contemporary design and achieve leading edge environmental standards to support a progressive and environmentally sustainable Centre.

G33: Site earthwork strategies such as limiting cut and fill and disturbance to natural drainage paths should be included.

G34: Installation of renewable energy systems should be considered as part of all new buildings.

G35: Infrastructure should be designed with consideration of climate change risks and adaptation methods.

G36: The reuse of materials and utilisation of local materials should be incorporated to all buildings, where possible.

G37: Fixed or flexible external shading should be considered to protect building windows from unwanted heat gain in summer and allow for desired heat gain in winter.

G38: Green roofs, walls or facades are encouraged to cool a building, help reduce stormwater runoff, increase biodiversity and provide more greenery in the UDF area.

G39: Any planting should consider the minimisation of potable water use through appropriate species selection and the inclusion of passive irrigation designs.

G40: Overland flow paths should be considered as part of public realm design to optimise efficient water use and long-term viability of vegetation.

G41: Reduction of impervious surfaces and inclusion of permeable pavement should be considered as part of any water management strategy.

G42: Infrastructure and built form should be designed to enable stormwater capture and use for flushing toilets, garden watering, or other recycled uses.

G43: The inclusion of recycled water infrastructure should be included where practicable.

G44: Efforts should be made to facilitate alternative water (stormwater harvesting or recycled water) over potable water for irrigation of open space and sportsgrounds.



05 IMPLEMENTATION AND STAGING

5.1 Implementation and Staging

Development within the Melton North Neighbourhood Activity Centre comprises four key components, each of which are subject to separate timing and delivery drivers:

- » Business / Retail
- » Residential and Mixed Use
- » Community Infrastructure

It is not intended to identify a chronological staging of development of the NAC. Each component will be required to develop in response to the demand for the proposed services within that stage.

A number of physical infrastructure requirements that relate to the NAC are identified in the Melton North Development Contributions Plan, which establishes a framework for delivery of infrastructure within the broader PSP area.

5.2 Retail and Commercial Land

The key commercial facilities, including the supermarket are anticipated to be the first elements of the NAC to be realised. The initial stage of subdivision will create a superlot that will accommodate the key anchor supermarket, specialty retailing, medical and pad sites.

5.3 Service Employment

The service employment within the NAC are likely to develop at a later stage, when a critical population has established in the area. This will be a critical determinant in the timing for the delivery of facilities such as the medical centre and office opportunities.

5.4 Residential and Mixed-Use Development

The southern portion of the NAC seeks to deliver a well designed, higher density mixed use development at a greater density than elsewhere within the PSP. These areas will provide greater access to services and facilities. Demand for this product relies upon a number of factors including but not limited to:

- » The delivery of key retail and service elements within the NAC;
- » The take-up of residential land elsewhere within the PSP area; and
- » The diversity of product within the broader Melton area and the demand for diverse housing types

5.5 Community Facilities

A new multi-purpose community centre will occupy a 0.8ha site directly to the east of the NAC and is the key community infrastructure component within the Melton North PSP.

The land for the community facility is anticipated to be available upon the subdivision of the land. The timing for the construction of the community facility will depend upon local social infrastructure priorities together with the Local Government capital works program and funding availability through the Melton North DCP.

5.6 Other Infrastructure

Physical infrastructure will be provided in step with the demand of the development within each component of the NAC. The timing and delivery of infrastructure throughout the PSP area is detailed in the Melton North DCP and implemented through Precinct Infrastructure Plans that are required as part of development approvals. As indicated in Figure 14, the DCP project items within the NAC are:

- » IT01 – Coburns Road and (internal) east-west connector: Traffic signals
- » IT02 – Coburns Road and (internal) east-west connector: Intersection
- » CI01 – 0.8ha of land for community centre
- » CI02 – Construction of the maternal child health and kindergarten components of the multi-purpose community centre
- » CI03 – Construction of the community room components of the multi-purpose community centre

5.7 Staging

The sequence of initial subdivision within the NAC is shown in Figure 14. This sequence encourages the early development of a full-line supermarket for the community, in accordance with the requirements of the PSP.

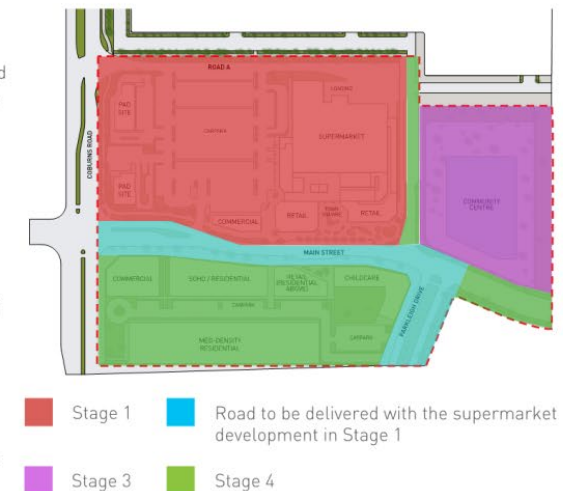


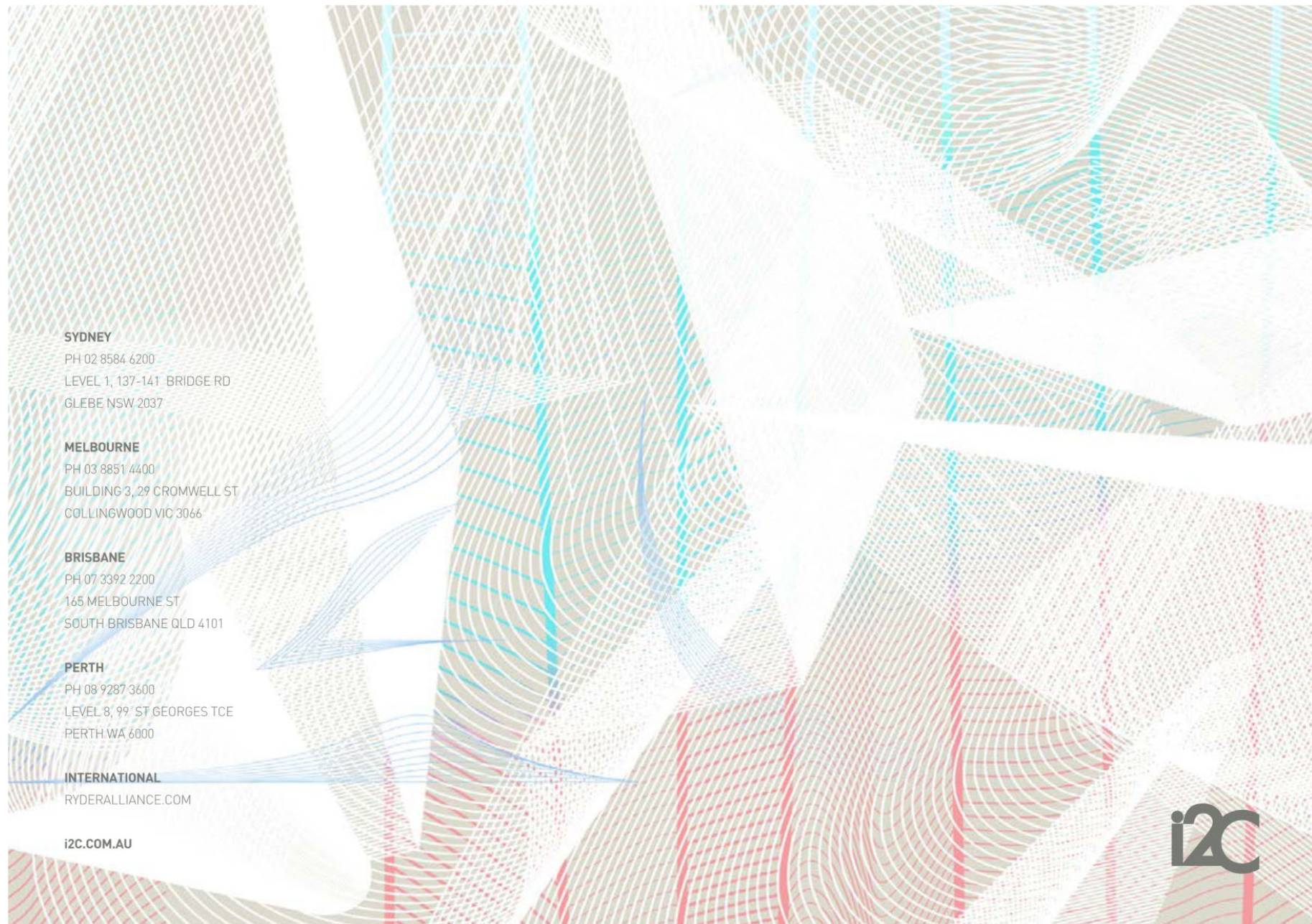
Figure 14
Staging Plan



06 CONCLUSION



This UDF has been prepared in accordance with the requirements of the Melton North PSP and the Melton Planning Scheme. The UDF sets out a development framework to deliver a vibrant Neighbourhood Activity Centre that incorporates a mix of retail, residential, commercial and community uses. The principles articulated in the UDF seek to establish and define a strong sense of place and character for the centre, and provide a range of services and facilities for the existing and future community. The centre will promote linkages that ensure integration with the existing township. Future development within the centre should be generally in accordance with the UDF. Further detailed design of the NAC will be resolved through discussion with associated stakeholders and relevant regulatory bodies through the planning permit approvals process.



12.5 NAMING OF FUTURE COBBLEBANK COMMUNITY SERVICES BUILDING

Author: Sian Rainford - Senior Lawyer and Property Advisor

Presenter: Emily Keogh - Head of Governance

PURPOSE OF REPORT

To commence a community engagement process for the naming of the future community services facility on Hollingsworth Drive, Cobblebank.

RECOMMENDATION:

That Council:

1. Commence a community engagement process in accordance with Council's Place Naming Policy in respect of the new community services building on Hollingsworth Drive, Cobblebank **(the Building)**;
2. Note the name of the Building must be compliant with the Naming rules for places in Victoria **(the Naming Rules)**;
3. Note the four naming themes which are to be prioritised in accordance with Council's Place Naming Policy, are:
 - a. Principle C – Linking the name to a Place
 - b. Principle E – Recognition and use of traditional owner languages
 - c. Principle G – Gender Equality
 - d. Principle I – Using Commemorative Names
4. Publish a public notice on Council's website, in the Melton and Moorabool Star Weekly and in such other manner as Council's Chief Executive Officer determines for a period of no less than thirty (30) days, stating:
 - a. Council is seeking to engage the community on the naming of the Building.
 - b. Invite the community to vote on the preferred Naming Theme, utilizing the four prioritised naming themes outlined in the above point 3;
 - c. Invite suggestions for the proposed name of the Building;
 - d. that following closing of the consultation period, Council will consider submissions and a report presented to a future meeting of Council with the shortlisted names for consideration;
 - e. that a second round of community consultation will occur, on the shortlisted names following a further decision of Council.
5. Consider all submissions in respect of the naming proposal at a future Council meeting;
6. Authorises Council's Chief Executive Officer to take such steps as are necessary to give effect to this Resolution.

Motion

Crs Zada/Verdon.

That Council:

1. Commence a community engagement process in accordance with Council's Place Naming Policy in respect of the new community services building on Hollingsworth Drive, Cobblebank **(the Building)**;
2. Note the name of the Building must be compliant with the Naming rules for places in Victoria **(the Naming Rules)**;
3. Note the four naming themes which are to be prioritised in accordance with Council's Place Naming Policy, are:
 - a. Principle C – Linking the name to a Place
 - b. Principle E – Recognition and use of traditional owner languages
 - c. Principle G – Gender Equality
 - d. Principle I – Using Commemorative Names
4. Publish a public notice on Council's website, in the Melton and Moorabool Star Weekly and in such other manner as Council's Chief Executive Officer determines for a period of no less than thirty (30) days, stating:
 - a. Council is seeking to engage the community on the naming of the Building.
 - b. Invite the community to vote on the preferred Naming Theme, utilizing the four prioritised naming themes outlined in the above point 3;
 - c. Invite suggestions for the proposed name of the Building;
 - d. that following closing of the consultation period, Council will consider submissions and a report presented to a future meeting of Council with the shortlisted names for consideration;
 - e. that a second round of community consultation will occur, on the shortlisted names following a further decision of Council.
5. Consider all submissions in respect of the naming proposal at a future Council meeting;
6. Authorises Council's Chief Executive Officer to take such steps as are necessary to give effect to this Resolution.

For: Crs Abboushi, Carli, Majdlik, Morris, Ramsey, Turner, Vandenberg, Verdon and Zada

Against: Nil

Abstain: Nil

CARRIED UNANIMOUSLY

REPORT**1. Executive Summary**

Council is currently delivering a five level community services building on Hollingsworth Drive within the Cobblebank Metropolitan Activity Centre **(the Building)**, which is intended to:

- address the health and community service gaps within the City of Melton by attracting quality service providers to deliver critical services
- address the lack of fit-for-purpose office accommodation
- provide an accessible and co-located community service space

- deliver critical services to improve community health and wellbeing
- be financially viable and generate an income for Council.

The Building is expected to reach practical completion by the end of 2026, and Council must undertake a process to name the Building to ensure Council provides clear identification to support a well-planned City, ease of reference for emergency services, and promotes the delivery of goods and services from the Building to the community. Council should seek to finalise the ultimate name, as soon as practicable, so appropriate signage, marketing and advertising processes can occur in advance of the official opening.

2. Background/Issues

Council is a naming authority pursuant to the *Geographic Place Names Act 1998*. Council's authority to name places is derived from the section 10 of the *Local Government Act 2020*, schedule 10 part 5 of the *Local Government Act 1989* and section 11 of the *Road Management Act 1998*. As a naming authority, Council may initiate or receive requests from the community and other stakeholders to name publicly owned features, roads and localities.

The interim name of 'Cobblebank Community Services Hub' has been used to date, for ease of reference in project planning and to ensure the community is familiar with the location and objectives of the Building. Officers consider that it is appropriate to engage with the community on the ultimate name of the Building, with a view to have a final name by June 2026.

The Naming Rules and Council's Place Naming Policy, Council's Place Naming Policy (**the Policy**) provides the process for naming within the City of Melton. The Policy sets out a two-step process for the naming of Significant Features such as the Building. The detailed process it outlined in the Consultation section of this report.

The Naming Rules contain thirteen (13) naming principles, being:

- Principle A – Ensuring public safety
- Principle B – Recognising the public interest
- Principle C – Linking the name to place
- Principle D – Ensuring names are not duplicated
- Principle E – Recognition and use of Traditional owner languages
- Principle F – Names must not discriminate or be offensive
- Principle G – Gender equality
- Principle H – Dual names
- Principle I – Using commemorative names
- Principles J – Using commercial and business names
- Principle K – Language
- Principle L – Directional names to be avoided
- Principle M – Assigning extend to a road, feature or locality

Council's Place Naming Policy identifies the following four themes, as of particular importance in place naming across the City of Melton.

- Principle C – Linking the name to a Place
- Principle E – Recognition and use of traditional owner languages
- Principle G – Gender Equality
- Principle I – Using Commemorative Names

Notwithstanding the above four principles, the proposed name must be consistent with all principles of the Naming Rules.

In accordance with the Policy, where the preferred naming theme is Theme Two: Recognition and use of traditional owner language, Council will seek the name/s from the Traditional Owner Group directly. If the Traditional Owner Group does not consent to the use of traditional owner language for the nominated feature, the second preferred naming theme will be utilised.

If Theme Two is the preferred naming theme, only traditional owner language names that are provided by the Traditional Owner Group, will be provided for further consideration by Council. No names which are not traditional owner language names, will be proposed alongside the shortlisted traditional owner language names.

3. Council and Wellbeing Plan Reference and Policy Reference

The Melton City Council 2025-2029 Council and Wellbeing Plan references:

2. A thriving and well-designed City

2.3 A City that has well-designed and maintained places and spaces accessible to all.

4. Financial Considerations

The costs associated with the abovementioned process, will be accommodated within the legal services operational budget.

5. Consultation/Public Submissions

Pursuant to the Naming Rules and the Policy, Officers propose to undertake a two step consultation process. The process is outlined below:

1. An initial round of community engagement which invites the community to vote on the preferred Naming Theme and invites suggestions for proposed names for the Building.
2. Officer will review the preferred Naming Theme, and any proposed names to ensure compliance with the Naming Rules, and produce a shortlist of no more than five compliant names to be presented to a future meeting of Council.
3. Subject to the above decision of Council, Officers will undertake a second round of community engagement, on the shortlisted names.
4. Officers will consider any feedback received, and produce a summary of that feedback, to a future meeting of Council seeking a decision on the ultimate name.
5. Subject to the above decision of Council, Officers will publish a public notice on the final proposed name in accordance with the Naming Rules, and lodge the proposed name with Geographic Names Victoria for approval and gazettal.

The Naming Rules provide guidance on who should be consulted, being either:

- a. The **immediate community**, which broadly includes people who live and work within the area and owners of properties or businesses; in particular, residents, ratepayers and businesses within the immediate area directly affected by the proposal.
- b. The **extended community**, which includes residents, ratepayers and businesses surrounding the area directly affected by the proposal; in particular, any visitor groups to the area such as shoppers, tourists, recreational or dining visitors; government (for example neighbouring councils) or non-government organisations with an interest in or who service the area, including Traditional Owner group(s), RAP's, local historical societies and eminent individual historians; service clubs such as Lions and Rotary Clubs, Country Women's Associations, farmers groups, school parents associations, Probus clubs, senior citizens centres, ethnic associations; Emergency Services Telecommunications Authority (ESTA) and Emergency Service Organisations (ESO).

The Naming Rules provide guidance on who should be consulted with, and how they should be consulted as part of the naming of a new feature. The Naming Rules suggest both the immediate and extended community be consulted with and in the following forms:

- Letters / email
- Notices / newsletters / signs
- Surveys
- Voting poll
- Internet sites and social media
- Public meetings (if it is a large-scale feature or potentially contentious issue)

Officers propose to complete a letter drop to residents and businesses within a 1-kilometre radius of the Building location and publish notices on Council's website, social media, in the Melton and Moorabool Star Weekly, and on notice boards in Council's Civic Centres and Libraries. Officers do not consider public meetings to be required through the engagement process, noting that the relevant teams contact details will be available, should the consultees require clarification or have any questions.

No specific notice to surrounding businesses or residences is required, as the naming proposal will not impact the current address of any person or businesses. The public notice will be in substantially the same form as the below:

Geographic naming proposal

Melton City Council is proposing to name the future community services facility in Cobblebank. The naming of this feature is required as it is a new feature.

The road, feature or locality will be located on Hollingsworth Drive, in Cobblebank, identified in red on the below map:



Members of the public can vote on the naming theme and/or submit name a suggestion for a name by completing the online survey on Melton City Council Conversations Page, at the following link: (to be inserted)

Submissions may also be emailed to Council at Property@melton.vic.gov.au

Further information about the facility is available at on Council's website at www.melton.vic.gov.au.

All name submissions must comply with *Naming rules for places in Victoria – Statutory requirements for naming roads, features and localities – 2022*.

All submissions must be **received** by close of business on [date].

6. Risk Analysis

Should Council choose not to undertake a community engagement policy, there exists a risk that Geographic Names Victoria will not be satisfied that the naming process has been undertaken in accordance with the Naming Rules and will not approve, nor gazette the proposed name.

Having clear names for Significant Features, particularly new Significant Features, is fundamental for identification, and ensuring safety, accessibility and familiarity for emergency service providers. The Building is a new facility designed to provides services to the community, and a strong name which is based on the feedback of the community, is important.

7. Options

To resolve in line with the recommendations set out in this report.

LIST OF APPENDICES

Nil

12.6 NAMING PROPOSALS - DOG AND SKATE PARKS

Author: Sian Rainford - Senior Lawyer and Property Advisor

Presenter: Emily Keogh - Head of Governance

PURPOSE OF REPORT

To consider the lodgement with Geographic Names Victoria for registration and gazettal of 12 Skate Parks and 1 Dog Park in the City of Melton.

RECOMMENDATION:

That Council:

1. Note that dog and skate parks are high risk, high priority features which require formal naming, registration and gazettal.
2. Note there are significant safety concerns that exist which supports naming of the below features without seeking community consultation prior to lodgement with Geographic Names Victoria.
3. Decide to name, subject to approval of Geographic Names Victoria, the following features, with the following names:
 - a. Part of 68 Plumpton Road, Diggers Rest to be named "Diggers Rest Skate Park"
 - b. Part of 71-79 Royal Crescent, Hillside to be named "Hillside Skate Park"
 - c. Part of 40-66 Reserve Road, Melton to be named "Melton Skate Park"
 - d. Part of Ian Cowie Recreation Reserve to be named "Rockbank Skate Park"
 - e. Part of 56 Cambrian Way, Melton West to be named "Cambrian Way Skate Park"
 - f. Part of 307 the Parade, Caroline Springs to be named "Caroline Springs Skate Park"
 - g. Part of 71 Staughton Street, to be named "Melton South Skate Park"
 - h. Part of 8A Omara Way, Taylors Hill as "Taylors Hill Skate Park"
 - i. Part of 479-481 Eynesbury Road, Eynesbury as "Eynesbury Skate Park"
 - j. Part of 4 Fields Street, Aintree to be named "Aintree Skate Park"
 - k. Part of Arbour Boulevard Central Reserve to be named "Burnside Heights Skate Park"
 - l. Part of 65 Mamie Boulevard, Fraser Rise to be named "Fraser Rise Skate Park"
 - m. Part of 3 Avoca Street, Eynesbury to be named "Eynesbury Recreation Reserve Dog Park"
4. Publish a public notice on Council's Website, informing the community of Council's decision to name the features.
5. Authorises Council's Chief Executive Officer to take such steps as are necessary to give effect to this Resolution.

Motion

Crs Turner/Ramsey.

That Council:

1. Note that dog and skate parks are high risk, high priority features which require formal naming, registration and gazettal.
2. Note there are significant safety concerns that exist which supports naming of the below features without seeking community consultation prior to lodgement with Geographic Names Victoria.
3. Decide to name, subject to approval of Geographic Names Victoria, the following features, with the following names:
 - a. Part of 68 Plumpton Road, Diggers Rest to be named "Diggers Rest Skate Park"
 - b. Part of 71-79 Royal Crescent, Hillside to be named "Hillside Skate Park"
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 - g. Part of 71 Staughton Street, to be named "Melton South Skate Park"
 - h. Part of 8A Omara Way, Taylors Hill as "Taylors Hill Skate Park"
 - i. Part of 479-481 Eynesbury Road, Eynesbury as "Eynesbury Skate Park"
 - j. Part of 4 Fields Street, Aintree to be named "Aintree Skate Park"
 - k. Part of Arbour Boulevard Central Reserve to be named "Burnside Heights Skate Park"
 - l. Part of 65 Mamie Boulevard, Fraser Rise to be named "Fraser Rise Skate Park"
 - m. Part of 3 Avoca Street, Eynesbury to be named "Eynesbury Recreation Reserve Dog Park"
4. Publish a public notice on Council's Website, informing the community of Council's decision to name the features.
5. Authorises Council's Chief Executive Officer to take such steps as are necessary to give effect to this Resolution.

For: Crs Abboushi, Carli, Majdlik, Morris, Ramsey, Turner, Vandenberg, Verdon and Zada

Against: Nil

Abstain: Nil

CARRIED UNANIMOUSLY

REPORT**1. Executive Summary**

An audit of place naming in the City of Melton has identified a number of high risk, high priority features which are not formally named, registered or gazetted. The features identified in this report, are dog and skate parks.

Officers propose that Council decide to name, subject to the approval of Geographic Names Victoria, these high priority sites using a location and feature based name, using either the suburb or street, where the feature is located. The high priority features and the proposed names are identified in part 2 of this report.

2. Background/Issues

Council is a naming authority pursuant to the *Geographic Place Names Act 1998*. Council's authority to name places is derived from the section 10 of the *Local Government Act 2020*, schedule 10 part 5 of the *Local Government Act 1989* and section 11 of the *Road Management Act 1998*. As a naming authority, Council may initiate or receive requests from the community and other stakeholders to name publicly owned features, roads and localities.

Naming in Victoria, is governed by the Naming rules for places in Victoria (Statutory requirements for naming roads, features and localities – 2022) and all names must be complaint with these rules.

A review of place naming within the City of Melton has identified a number of high risks, priority locations which have been informally named, but never formally registered or gazetted. These locations are typically referred to as legacy or longstanding names.

Principle A of the Naming Rules requires naming authorities to ensure public safety. Principle A highlights that in order to protect our communities, names must not public and operational safety for emergency response at risk. This includes where names are locally known but have not been officially gazetted or registered in VICNAMES.

These locations include dog and skate parks, which due to their inherent use, are considered a high safety risk particularly for the identification of emergency services, in the event of an emergency.

Council's Place Naming Policy allows for Council to consider proceeding with consideration of a naming proposal without consulting with the community, where there is a persuasive reason to do, and particularly where safety concerns exist. The correspondence from Geographic Names Victoria, confirms dog and skate parks are considered a high risk, and a priority. Officers consider it appropriate that the names be considered by Council, without consultation with the community. Geographic Names Victoria have confirmed this approach is suitable.

The features are identified on the respective maps, below.

- a. Part of 68 Plumpton Road, Diggers Rest to be named "Diggers Rest Skate Park"



- b. Part of 71-79 Royal Crescent, Hillside to be named “Hillside Skate Park”



- c. Part of 40-66 Reserve Road, Melton to be named “Melton Skate Park”



- d. Part of Ian Cowie Recreation Reserve to be named “Rockbank Skate Park”



- e. Part of 56 Cambrian Way, Melton West to be named “Cambrian Way Skate Park”



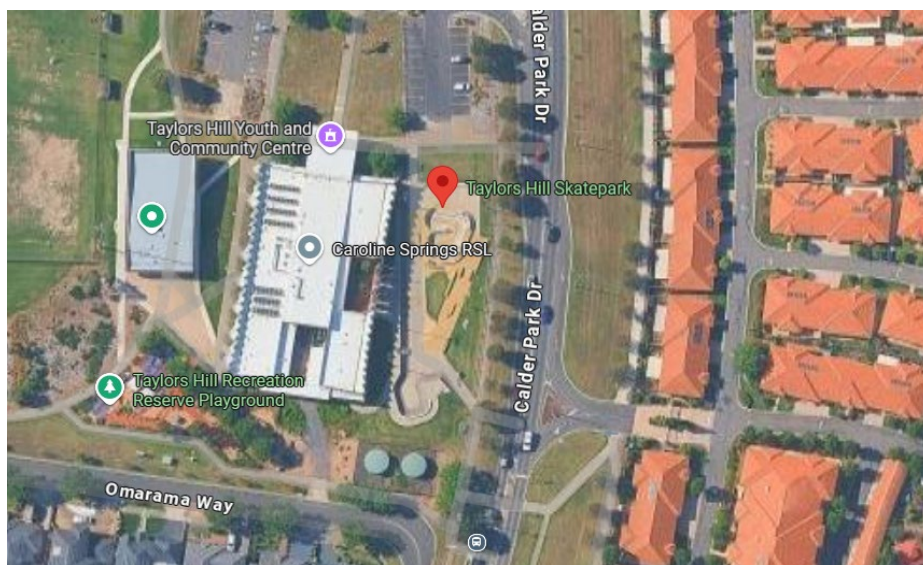
- f. Part of 307 the Parade, Caroline Springs to be named “Caroline Springs Skate Park”



- g. Part of 71 Staughton Street, Melton South to be named “Melton South Skate Park”



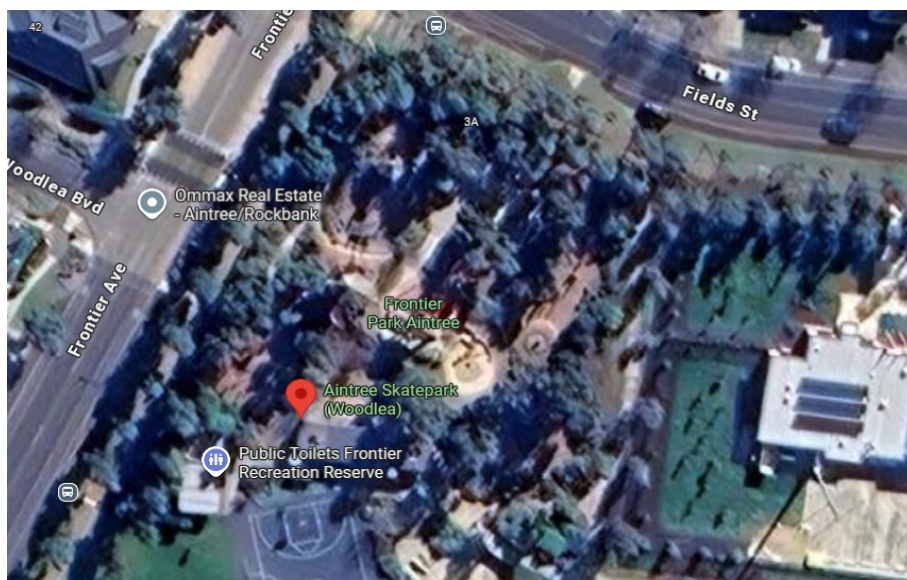
- h. Part of 8A Omara Way, Taylors Hill as “Taylors Hill Skate Park”



- i. Part of 479-481 Eynesbury Road, Eynesbury as “Eynesbury Skate Park”



- j. Part of 4 Fields Street, Aintree to be named “Aintree Skate Park”



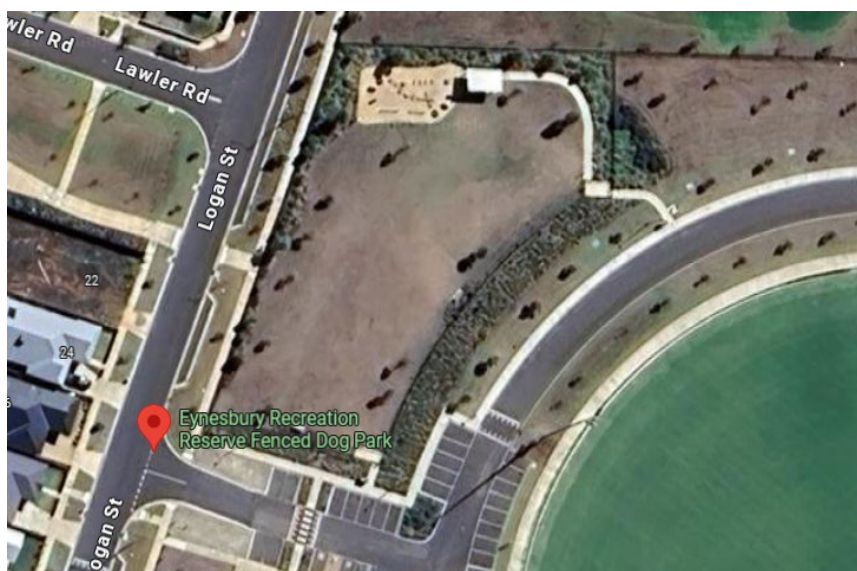
- k. Part of Arbour Boulevard Central Reserve to be named “Burnside Heights Skate Park”



- l. Part of 65 Mamie Boulevard, Fraser Rise to be named “Fraser Rise Skate Park”



- m. Part of 3 Avoca Street, Eynesbury to be named “Eynesbury Recreation Reserve Dog Park”



3. Council and Wellbeing Plan Reference and Policy Reference

The Melton City Council 2025-2029 Council and Wellbeing Plan references:

3. A progressive and trusted Council

3.2 An organisation that prioritises good governance, integrity and accountability and is community minded in its decision-making.

4. Financial Considerations

The costs incurred as part of the recommendation, will be accommodated within the operational legal services budget.

5. Consultation/Public Submissions

In typical circumstances, Council would consult with the community on the naming of the features. In the circumstances, given the high risk and safety concerns associated with the use of the features, Officers propose that consultation does not occur prior to lodgement.

Instead, a public notice will be published following lodgement, advising the community of Council's decision, and a further update to the notice when the features are formally registered and gazetted.

The names are compliant with the Naming Rules.

6. Risk Analysis

Should Council decide not to name, subject to the approval of Geographic Names Victoria, the identified features, Council may be non-compliant with the Naming Rules, and importantly, may be risking the safety of the community.

The risk of naming the features without community consultation is minimal. None of the features are proposing to utilise traditional owner language names, or commemorative names, and are all using basic location and feature based names which are unlikely to be controversial. The community will still be informed about the official registration of the name and the reason why no consultation occurred, to promote transparency in Council's decision making.

7. Options

That Council resolve in line with the recommendations outlined in this report.

LIST OF APPENDICES

Nil

12.7 ADVISORY COMMITTEES OF COUNCIL - AGGREGATED MEETING MINUTES

Author: Renee Hodgson - Manager Governance

Presenter: Emily Keogh - Head of Governance

Cr Vandenberg departed the Chamber at 7.54pm.

PURPOSE OF REPORT

To present the aggregated minutes of Advisory Committee meetings yet to be considered by Council.

RECOMMENDATION:

That Council receive the minutes of the following Advisory Committee meetings, provided as **Appendices 1 - 3** to this report, and adopt the recommendations arising within the Minutes:

1. Youth Advisory Committee – 5 August 2025
2. Intercultural Advisory Committee – 3 September 2025
3. Safe City Advisory Committee – 11 September 2025

Motion

Crs Majdlik/Carli.

That Council receive the minutes of the following Advisory Committee meetings, provided as **Appendices 1 - 3** to this report, and adopt the recommendations arising within the Minutes:

1. Youth Advisory Committee – 5 August 2025
2. Intercultural Advisory Committee – 3 September 2025
3. Safe City Advisory Committee – 11 September 2025

For: Crs Abboushi, Carli, Majdlik, Morris, Ramsey, Turner, Verdon and Zada

Against: Nil

Abstain: Nil

CARRIED UNANIMOUSLY

REPORT

1. Executive Summary

Whilst not mentioned in the *Local Government Act 2020* (2020 Act), Council has the power to create Advisory Committees pursuant to its general power set out in section 10 of the 2020 Act.

The minutes of the Advisory Committees attached to this report form the written record of the committee meetings, including any matters considered and any conflicts of interest disclosed.

The minutes also serve as the advice/recommendations to Council for its consideration.

2. Background/Issues

An Advisory Committee is a committee established by Council to provide advice to it or its delegate. Whilst not mentioned in the 2020 Act, Council has the power to create Advisory Committees pursuant to its general power set out in section 10 of the 2020 Act.

All Advisory Committees are subject to their individual Terms of Reference. The membership varies depending upon the committee's specific role. Committee membership will generally comprise a Councillor(s), council staff and community representatives and may include key stakeholders, subject matter experts and/or community service providers and organisations.

Councillor representation on Advisory Committees is generally for one year and is reviewed annually. The Councillor representation on Advisory Committees for the 2024/25 municipal year was approved by Council at its Scheduled Meetings on 25 November and 16 December 2024.

The minutes of the following Advisory Committees, attached to this report, form the written record of the committee meetings detailing matters considered and any conflicts of interest disclosed.

The minutes also serve as the advice/recommendations to Council.

Appendix	Advisory Committee	Meeting Date
1.	Youth Advisory Committee	5 August 2025
2.	Intercultural Advisory Committee	3 September 2025
3.	Safe City Advisory Committee	11 September 2025

3. Council and Wellbeing Plan Reference and Policy Reference

The Melton City Council 2025-2029 Council and Wellbeing Plan references:

3. A progressive and trusted Council

3.2 An organisation that prioritises good governance, integrity and accountability and is community minded in its decision-making.

4. Financial Considerations

Advisory Committees are not responsible for operational expenditure and cannot direct Council officers to act without the consent of Council. Operational expenses and administrative actions arising from an Advisory Committee meeting are accommodated within Council's recurrent budgets, unless otherwise requested within the minutes of the meeting and detailed in a recommendation to Council for consideration.

5. Consultation/Public Submissions

Advisory Committees are one method of Council consulting and communicating with the community. Such a committee may be established to provide strategic level input into a broad area of Council operations, such as community safety or arts and culture. An Advisory Committee may also be established for a specific time-limited project, such as a review of a Local Law.

6. Risk Analysis

With a mandatory responsibility to report to Council and being restricted to making recommendations for Council consideration, risks attached to Advisory Committee actions are substantially mitigated.

It is prudent for Council to carefully consider any and all recommendations arising from Advisory Committee minutes, as Advisory Committees may canvass significant issues and significant expenditure in their deliberations.

7. Options

Advisory Committees are a Committee of Council, therefore Council has the discretion to accept, reject, amend, or seek further information on the Committee minutes and/or recommendations.

LIST OF APPENDICES

1. Youth Advisory Committee Minutes - 5 August 2025
2. Intercultural Advisory Committee Minutes - 3 September 2025
3. Safe City Advisory Committee Minutes - 11 September 2025

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Youth Advisory Committee Meeting

held on 5 August 2025 in Taylors Hill Youth & Community Centre

Present:	Cr S Abboushi	Mayor
	Cr B Morris	Councillor
	Cr J Verdon	Councillor
	C Avila	Community Representative
	A Morris	Community Representative
	H Meenakshisundaram	Community Representative
	B Sauvao	Community Representative
	A Sahu	Community Representative
	L Power	Community Representative
	C Henwood	Community Representative
	J Azzopardi	Community Representative
In Attendance:	M Welsh	Manager, Child Families & Youth
	N Martin	Coordinator Young Communities
	K Papanastasiou	Council Officer
	L Getson-Ballan	Council Officer
Guests:	N Hutchins	Minister for Prevention of Family Violence
	N Suleyman	Minister for Youth
Quorum:	A quorum must be achieved for a meeting to commence. A quorum is at least 50% of each member category present. 2 Councillors and 8 Community Representatives must be present. Quorum met.	
Chairperson:	Cr S Abboushi	Mayor
Minute Taker:	L Getson-Ballan	Administration Officer

1. Welcome and Acknowledgement of Country

The Chairperson opened the meeting at 5.38pm with an Acknowledgement of Country and welcomed the Committee members and attendees.

2. Apologies

Cr B Turner	Councillor
A Tiauli	Community Representative
A Diing	Community Representative
A Furtado	Community Representative
A Collins	Community Representative
J Alqas Toma	Community Representative
C Yeung	Community Representative
N Singh	Organisational Representative

MINUTES



3. Declaration of Interest and/or Conflict of Interest

Nil.

4. Minutes of Previous Meeting

The Committee ratified the out-of-session confirmation of the Minutes of the Youth Advisory Committee Meeting held on 3 June 2025 and received by Council at the Scheduled Meeting held 28 July 2025.

5. Business Arising from Previous Minutes

5.1 Youth Forum & Summit

Video interviews from the Youth Forum and Summit were showcased to give new YAC members insight into the role. A summary report and promotional videos were completed and shared.

Action: Full report to be provided to YAC members.

6. Standing Agenda Items

6.1 Minister of Youth

Minister for Youth, Natalie Suleyman, attended the meeting and outlined key state youth priorities, including education, mentoring, the Navigator app program, the Spirit of Anzac Prize and multicultural engagement. She also promoted the Youth Strategy Forum, to be delivered in person at the Parliament or via an online platform in September, for which YACs and youth organisations will be invited to.

Action: The Chair to obtain details of the Youth Strategy Forum.

Action: K Papanastasiou to organise YAC members' invitation and participation at the 2025 Youth Strategy Forum held at the Parliament House.

6.2 Western Region Youth Forum

The committee identified financial literacy as a key issue at the Western Region Youth Forum and proposed a new project: *Money Matters – Financial Literacy for Young People* for further investigation.

Action: Future presentation on Money Matters – Financial Literacy project.

6.3 Youth-led Priorities for 2025

It was identified that 2025 priorities including sustainability (with greater CALD engagement), social connection, family communication for mental health, and inclusive health initiatives. N. Martin shared a "table talk" concept in St Albans combining cooking and information sharing. YAC also expressed interest in civic experiences (e.g., visiting Parliament) and raised ongoing concerns about transport access in Rockbank and for students with disabilities.

Action: The Chair to raise transport issues with Minister Hutchins.

6.4 Upcoming Youth Events & Consultations

Young Communities were successful in receiving the 2025 Youth Fest funding to be celebrated during the month of September. Young people's contribution to the community will be celebrated across three initiatives: Spotlight on Youth, a family night showcasing different cultural and artistic performances, a Youth Leadership dinner with a focus on celebrating young people's achievements and contributions with the opportunity for YAC members, and other participants of other leadership programs to present on their experience and learning.

MINUTES



The aim is to highlight Council's youth leadership programs including the Young Women's Leadership program, YAC, Western Bulldogs Leadership program, Amplify, and the Space program. The Youth Fest Celebrations will be accompanied by a social media campaign, acknowledging and celebrating the work of local young citizens.

Action: *K Papanastasiou to send Save the date Invites for Youth Leadership Dinner to YAC members.*

Action: *Committee members to work as a group on a presentation for the night.*

Action: *Discussion on upcoming youth events and consultations to be carried forward to the next meeting.*

7. General Business

7.1 Process of Youth Advisory Committee

Council is seeking to improve the governance of Council Advisory Committees being managed through Council's Governance Unit. Members were briefed on the processes for meeting acceptance and acknowledging receipt of Minutes. Tuesday meetings have been proposed and will be confirmed in consultation with the members through the Governance team. Cr Abboushi emphasised the process should be youth friendly.

Action: *Governance to liaise with members to determine availability and best day and time for the delivery of YAC meetings.*

8. Next Meeting

The next meeting is to be held on Tuesday 7 October 2025 commencing at 5.30pm in Melton Youth Centre, 193 Barries Road, Melton.

9. Close of Business

The meeting closed at 7.37pm.

MINUTES



Intercultural Advisory Committee Meeting

held on 3 September 2025 online via Teams

Present:	Cr B. Morris	Councillor
	Cr B. Turner	Councillor
	Cr Dr P. Zada	Councillor
	Cr J. Shannon	Councillor
	A. Asayhe	Community Representative
	D. Ye	Community Representative
	K. Malik	Community Representative
	K. Kapoor	Community Representative
	K. Khanal	Community Representative
	K. S. Bhatia	Community Representative
	L. Lam	Community Representative
	M. Habash	Community Representative
	S. A. A. Taqvi	Community Representative
	V. Namutwe	Community Representative
	E. Raso	Organisational Representative
	L. Tu	Organisational Representative

In Attendance:	S. Prestney	Manager Libraries & Learning
	J. Turner	Coordinator Community Capacity
	E. Dileri	Team Leader Diversity & Intercultural
	C. Lobos	Executive Assistant

Guests:	P. Huynh	Community Event Project Officer
	N. Willis	Senior Recreation Development Officer
	T. Martin	Coordinator Leisure Centres

Quorum: A quorum must be achieved for a meeting to commence. A quorum is at least 50% of each member category present. 2 Councillors, 7 community representatives and 1 organisational representative.

Chairperson:	Cr B. Morris	Councillor
Minute Taker:	C. Lobos	Executive Assistant

1. Welcome

The Chairperson opened the meeting at 6.40pm and welcomed the Committee members and attendees.

2. Acknowledgement of Country

The Chairperson gave an Acknowledgement of Country.

MINUTES



3. Apologies

Cr A Vandenberg	Councillor
G. Verma	Community representative
P. Kariuki	Community representative
T. Scoble	Director City Life

4. Declaration of Interest and/or Conflict of Interest

Nil.

5. Confirmation of Minutes of Previous Meeting

The Intercultural Advisory Committee ratified the out-of-session confirmation of the Minutes of the Intercultural Advisory Committee Meeting held on Wednesday 18 June 2025 and received by Council at the Scheduled Meeting held Monday 25 August 2025.

6. Business Arising from Previous Minutes

Actions from the Intercultural Advisory Committee meeting held on 18 June 2025 were discussed:

Officers to provide University of Melbourne representatives with contact details for committee members in relation to scholarship opportunities. **Actioned**

Officers to forward information to committee members about the upcoming forum of the University in August 2025. **Actioned**

Feedback from the Waste Services presentation. **Actioned**

Officers to circulate a copy of Waste Services presentation to the committee members. **Actioned**

Officers to circulate flyers and information of events to committee members. **Actioned**

Council Officers to invite Events and Sports & Recreation team to attend the 3 September 2025 meeting. **Actioned**

7. Standing Agenda Items

Nil.

8. General Business

8.1 Sports and Recreation presentation

An overview of the key functions and priorities of the Sports and Recreation team was provided to the committee. A link to Councils Venues for Hire page was issued during the meeting.

The committee discussed the ability to view the availability of Council sports facilities. Cr Morris suggested further discussion of a *Sports Facilities Calendar* to be taken on notice and discussed at a future meeting.

MINUTES



A question was raised around the progress of developments for Blackwood Drive Reserve and if possible, determine if the upgraded facilities will be suitable to host a national or international sporting event.

Note: due to connectivity issues the presentation on Leisure Centres could not proceed.

Action:

Officers will be invited to present on Leisure Centres at the meeting in December.

8.2 Events Presentation

A presentation on Council's Event Management process was provided to the committee, highlighting:

- a) Event permits
- b) The application process
- c) Fees
- d) Timeframes
- e) Documentation requirements
- f) Templates
- g) Locations
- h) Council support

Actions:

Officers to circulate a copy of Events presentation and a link to the event planning resources available on the Council website.

8.3 African Communities Working Group (ACWG) report

Officers provided an update about the last meeting of the African Communities Working Group. The WACWG is planning a South Sudanese cultural event to be held later this year.

8.4 Updates from members

Nil.

9. Next Meeting

The next meeting is to be held on Wednesday 3 December 2025 commencing at 6.30pm online.

10. Close of Business

The meeting closed at 7.50pm.

MINUTES



Safe City Advisory Committee Meeting

held on 11 September online via Teams

Present:	Cr L. Carli	Councillor
	Cr B. Morris	Councillor
	Cr S. Ramsey	Councillor
	Cr J. Shannon	Councillor
	Cr Dr. P. Zada	Councillor
	N. Singh	Community Representative
	C. Williams	Community Representative
	I. Du	Community Representative
	A. Wylie	Organisation Representative
	J Hersi	Organisation Representative
	I. Peraica	Organisation Representative
	V. Vukelic	Organisation Representative
	M. Monahan	Organisation Representative
	S. Hayes	Organisation Representative
	J. Mutsaerts	Organisation Representative
In Attendance:	S. Prestney	Manager Libraries & Learning
	S. Hiley	Coordinator Social Planning & Wellbeing
	J. Turner	Coordinator Community Capacity
	N. Martin	Coordinator Young Communities
	D Brundell	Team Leader Community Health Promotion
	C. Lobos	Executive Assistant
Guests:	Nil.	
Quorum:	A quorum must be achieved for a meeting to commence. A quorum requires a minimum of three (3) Councillors, two (2) Community Representatives and three (3) Organisational Representatives to be present.	
Chairperson:	Cr L. Carli	Councillor
Minute Taker:	C. Lobos	Executive Assistant

1. Welcome

The Chairperson opened the meeting at 10.04am and welcomed the Committee members and attendees.

The Chairperson acknowledged the tragic events over the weekend with the loss of two young lives and thanked the wonderful work of Victoria Police in supporting our community.

2. Acknowledgement of Country

Melton City Council acknowledges the Traditional Owners of this land, the people of the Kulin Nations, and pays respect to their Elders, past present and emerging.

MINUTES



3. Apologies

Cr J. Verdon	Councillor
T. Padgett	Organisation Representative
D. Anskaitis	Traffic and Transport Coordinator
T. Scoble	Director City Life

4. Declaration of Interest and/or Conflict of Interest

Nil.

5. Confirmation of Minutes of Previous Meeting

The Safe City Advisory Committee ratified the out-of-session confirmation of the Minutes of the Safe City Advisory Committee Meeting held on 12 June 2025 and received by Council at the Scheduled Meeting held 28 July 2025

6. Business Arising from Previous Minutes

Nil.

7. Standing Agenda Items

7.1 Community Safety Issues

- a) The committee discussed the following Community Safety issues and concerns outside Deanside Primary School, specifically, unsupervised school crossing, dangerous driving, e-bike and e-scooter usage, and illegal U-turns. There is an opportunity for Council Officers to work with the school as part of the next tranche of Kids Active Travel funding through Sport and Recreation Victoria.
- b) Melton Probus made an enquiry about the provision of road safety for elder drivers. *Fit2Drive* deliver driver education to a variety of groups which may be suitable.

Action:

Officers to connect Melton Probus with Fit2Drive.

7.2 Member Updates

I Du advised the Committee of safety concerns in the community which resulted in developing and delivering self defence, and mindfulness classes in order to build confidence.

8. General Business

8.1 Annual Community Satisfaction Survey findings

Officers presented on the Annual Community Satisfaction Survey 2025 findings which were conducted in May-June 2025. Findings included:

- a) Identified top community issues,
- b) Statistics on safety, policing and crime, perceptions of safety, sense of community were presented.

Action:

A copy of the presentation to be circulated with the meeting minutes.

MINUTES



8.2 Victoria Police community safety findings

A presentation was provided to the committee, which provided high-level statistical information within the Melton Police Service Area.

Actions:

An update to statistics is expected in October, these will be shared by Victoria Police at the next meeting.

Feedback from the Committee regarding the Community Safety Findings presentation to be forwarded to Victoria Police.

A copy of the presentation to be circulated with the meeting minutes.

8.3 Youth Forum findings

Officers presented on outcomes from the City of Melton Youth Forum 2025.

The forum outcomes included:

- a) Youth Vision and Priorities,
- b) Impact of Youth Violence, Employment & Education,
- c) Opportunities for Engagement,
- d) Recommendations for Youth violence and Youth engagement.

Actions:

Officers to update the committee on progress of a Communications Strategy to address sections of young people at the next meeting.

A copy of the City of Melton Youth Forum 2025 presentation to be circulated with the meeting minutes.

8.4 General Discussion

- a) Vic Pol requested the Committee consider changing the committee meeting day due to a scheduling clash. It was proposed that a Wednesday may suit all.
- b) Community organisations have banded together to support the African community in the wake of recent events at Cobblebank.
- c) The Education Department has deployed Statewide School Support Services to the impacted schools.
- d) Council's African Communities Working Group can also be a continual point of contact.
- e) The Committee discussed the ongoing need for intergenerational programs, and mentoring programs to support young people.

Action:

Committee members to be emailed details of proposed changes to meeting dates.

9. Next Meeting

The next meeting is to be held on 11 December 2025 commencing at 10am at Melton Youth Facility, 193 Barries Road, Melton.

*Pending date change, as noted in item 8.4.

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10. Close of Business

The meeting closed at 12.01pm.

Cr Vandenberg returned to the Chamber at 7.55pm.

**13. REPORTS FROM DELEGATES APPOINTED TO OTHER BODIES
AND COUNCILLOR REPRESENTATIONS AND
ACKNOWLEDGEMENTS**

Reports were received from Crs Carli, Morris, Zada, Majdlik, Turner, Vandenberg, Verdon, Ramsey and Abboushi.

Cr Vandenberg departed the Chamber at 8.03pm and returned at 8.04pm.

Cr Dr Zada departed the Chamber at 8.07pm and returned at 8.09pm.

C Vandenberg departed the Chamber at 8.11pm and returned at 8.12pm.

14. NOTICES OF MOTION

14.1 NOTICE OF MOTION 990 (CR DR ZADA) - ALFRED ROAD

Councillor: Phillip Zada

NOTICE:

That Council:

1. Request officers prepare a briefing of Councillors on any possible measures or options available to expedite the delivery and opening of Shogaki Drive, including engagement with relevant developers, authorities, and funding opportunities to bring forward its completion, for consideration for the 2026/2027 budget.
2. Request that officers include in the briefing of Councillors recommendations to minimise the impact of any future closure or restriction of any part of Alfred Road including consideration of suitable alternative connections to maintain reasonable traffic flow and access for residents.
3. Write to The Hon. Gabrielle Williams MP, Minister for Transport Infrastructure and Minister for Public and Active Transport, and State Member for Melton, Mr Steve McGhie MP, seeking an update on the plans and timeline for the Western Highway upgrade, and to advocate for the inclusion of a Mount Cottrell Road interchange as part of those works to improve connectivity and traffic management for Thornhill Park and its residents.

Motion

Crs Zada/Ramsey.

That Council:

1. Request officers prepare a briefing of Councillors on any possible measures or options available to expedite the delivery and opening of Shogaki Drive, including engagement with relevant developers, authorities, and funding opportunities to bring forward its completion, for consideration for the 2026/2027 budget.
2. Request that officers include in the briefing of Councillors recommendations to minimise the impact of any future closure or restriction of any part of Alfred Road including consideration of suitable alternative connections to maintain reasonable traffic flow and access for residents.
3. Write to The Hon. Gabrielle Williams MP, Minister for Transport Infrastructure and Minister for Public and Active Transport, and State Member for Melton, Mr Steve McGhie MP, seeking an update on the plans and timeline for the Western Highway upgrade, and to advocate for the inclusion of a Mount Cottrell Road interchange as part of those works to improve connectivity and traffic management for Thornhill Park and its residents.

For: Crs Abboushi, Carli, Majdlik, Morris, Ramsey, Turner, Vandenberg, Verdon and Zada

Against: Nil

Abstain: Nil

CARRIED UNANIMOUSLY

15. URGENT BUSINESS

Nil.

16. CONFIDENTIAL BUSINESS

Recommended Procedural Motion

That pursuant to section 66(1) and (2)(a) of the *Local Government Act 2020* the meeting be closed to the public to consider the following reports that are considered to contain **confidential information** on the grounds provided in section 3(1) of the *Local Government Act 2020* as indicated:

16.1 Nomination of Advisory Committee Members for Council's Heritage Advisory Committee

(f) as it relates to personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

16.2 Contract No. 25-209 - Provision of Waste Collection Services

(g) as it relates to private commercial information, being information provided by a business, commercial or financial undertaking that—

(i) relates to trade secrets; or

(ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

16.3 Contract No. 25-241 - Deanside Children's & Community Centre - Head Contractor

(a) (g) as it relates to Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released; AND private commercial information, being information provided by a business, commercial or financial undertaking that—

(i) relates to trade secrets; or

(ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

Motion

Crs Majdlik/Zada.

That pursuant to section 66(1) and (2)(a) of the *Local Government Act 2020* the meeting be closed to the public to consider the following reports that are considered to contain **confidential information** on the grounds provided in section 3(1) of the *Local Government Act 2020* as indicated:

16.1 Nomination of Advisory Committee Members for Council's Heritage Advisory Committee

(f) as it relates to personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

16.2 Contract No. 25-209 - Provision of Waste Collection Services

(g) as it relates to private commercial information, being information provided by a business, commercial or financial undertaking that—

(i) relates to trade secrets; or

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16.3 Contract No. 25-241 - Deanside Children's & Community Centre - Head Contractor

(g) as it relates to Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released; AND private commercial information, being information provided by a business, commercial or financial undertaking that—

(i) relates to trade secrets; or

(ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

For: Crs Abboushi, Carli, Majdlik, Morris, Ramsey, Turner, Vandenberg, Verdon and Zada

Against: Nil

Abstain: Nil

CARRIED UNANIMOUSLY

17. CLOSE OF BUSINESS

The meeting closed at 8.39pm.

Confirmed

Dated this

.....CHAIRPERSON