

Annual Report 2022/23

A vibrant, safe and liveable
City accessible to all

Introduction

Melton City Council acknowledges Aboriginal and/or Torres Strait Islander peoples living and working in Melton. Council recognises the people of the Kulin Nations as the original custodians of the land now known as City of Melton. On behalf of the municipality, Council pays respect to their Elders, past, present and future.

Welcome to Melton City Council's 2022/23 Annual Report. Council is committed to transparent reporting and accountability to the community.

This Annual Report provides the City of Melton community with 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*.



Melton Cemetery Reflective Space

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Overview of the Annual Report

Operations Report

The year in review (page 14) provides an overview of our operations in 2022/23. It includes a summary of how we spent rates revenue, a financial summary for the year and information about our sustainability, our challenges and the future, our community satisfaction survey, an events calendar and awards received by the City of Melton.

Our City and our Councillors (page 28) provides information about the City of Melton, our Councillors and the workings of Council.

Our Community (page 48) provides information about community awards, volunteers and community grants.

Our People (page 56) provides information about the organisation, its leaders, our employees and our organisational culture. It also includes information about our volunteers.

Our Performance (page 62) gives the detail on how we have delivered on the themes, objectives and strategies in the Council and Wellbeing Plan 2021-2025.

Governance and Management Information

(page 114) provides information on our organisational governance including audit and statutory information.

Performance Statement (page 139) includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures and an explanation of material variations in the results.

This statement has been prepared to meet the requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.

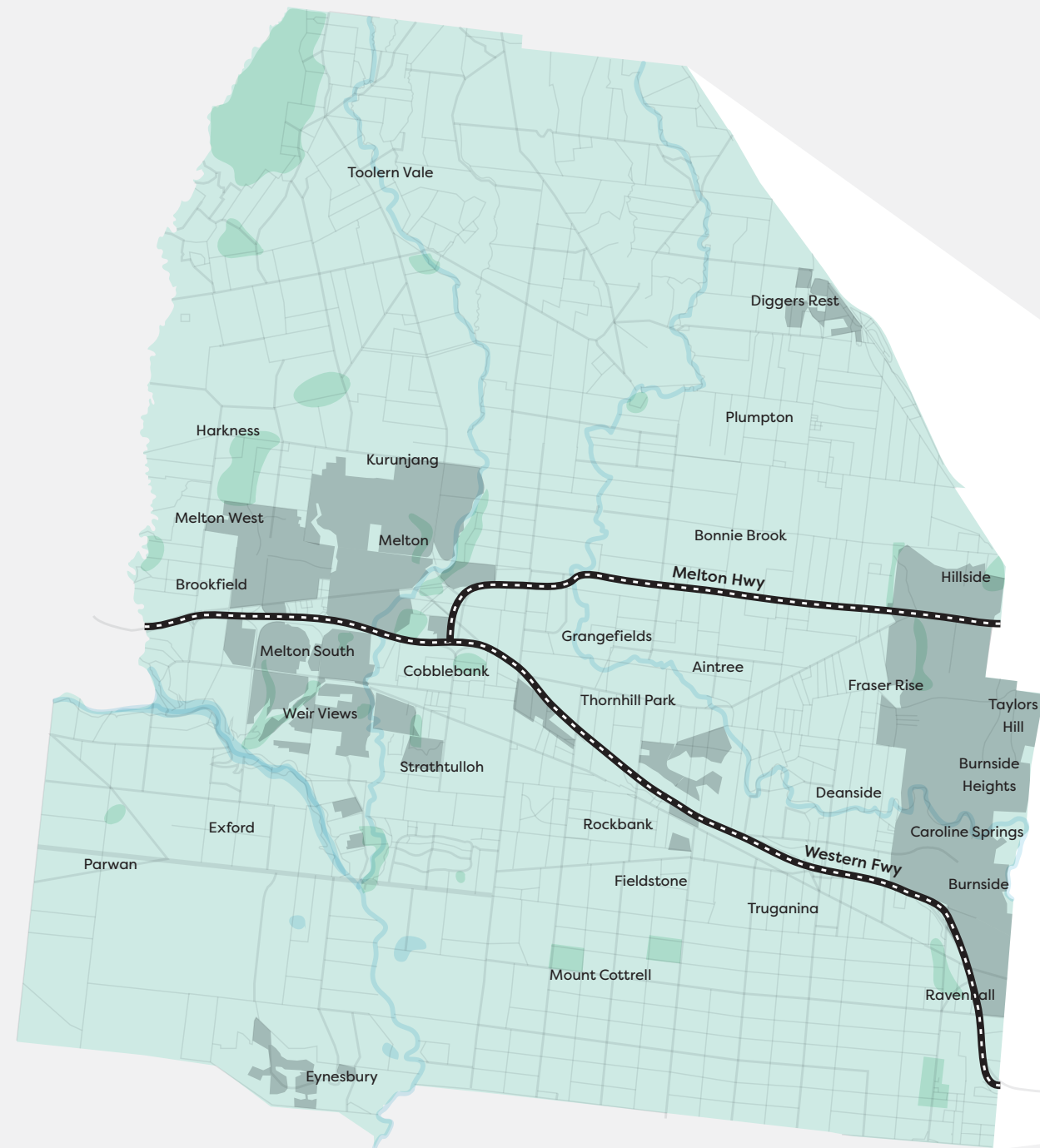
Financial Report

Annual Financial Report (page 136) contains the audited financial statements we are required by law to provide.



OPERATIONS REPORT

Our location



Contact us

Melton Civic Centre

232 High Street,
Melton

Melton Library and Learning Hub

31 McKenzie Street,
Melton

Caroline Springs Library and Learning Hub

193 Caroline Springs Boulevard,
Caroline Springs

Connect with us

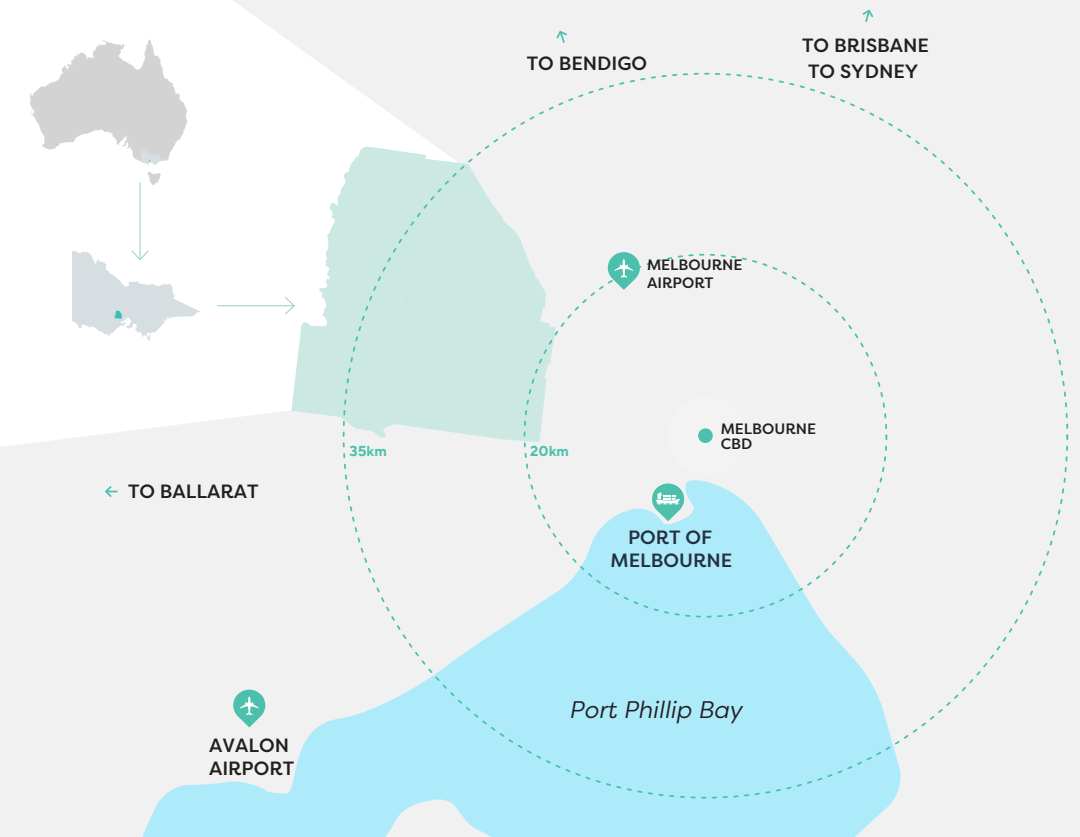
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🌐 melton.vic.gov.au

✉ csu@melton.vic.gov.au

ABN 22 862 073 889



City of Melton snapshot

192,865

Population (Estimated resident population as of June 30, 2022)^[1]

India, Philippines, New Zealand, Vietnam and England

The top five countries of birth (other than Australia)^[2]

205,867

2023 population forecast for City of Melton^[4]

Punjabi, Vietnamese, Arabic, Hindi and Tagalog

The top five languages spoken at home (other than English)^[3]

440,142

2051 population forecast for City of Melton^[4]

83,254

Rateable properties the City of Melton as of 30 June 2023



The City of Melton is the fastest growing municipality in Australia

The City of Melton's population increased by **11,642** people, or **6.42 per cent**, from **2021/2022**, which is higher than the growth in 2020/2021 (3.9 per cent)^[5].

28%

The **Rockbank-Mount Cottrell** area's population grew by 28 per cent - the third-highest growth rate area in Australia and the **highest growth rate in Victoria**^[6]

Every week

72 families move in to the City of Melton (on average).

58 babies are born in the City of Melton (on average).



Summary of population growth 2022/23^[7]

Melton South increased by:

1,772 people **↑ 10.7** per cent

Rockbank - Mount Cottrell increased by:

5,001 people **↑ 28** per cent

Business and Employment

More than **15,400** local businesses^[8]

More than **44,600** local jobs^[9]

More than **91,400** employed residents^[10]

Nearly **two in five** local workers were born overseas^[12].

51.3 per cent of the local workers are **male** and 48.7 per cent are **female**^[11]

^[1] Regional population, 2021-22 financial year | Australian Bureau of Statistics (abs.gov.au)

^[2] www.abs.gov.au/census/find-census-data/quickstats/2021/LGA24650

^[3] www.abs.gov.au/census/find-census-data/quickstats/2021/LGA24650

^[4] Population summary | City of Melton | Population forecast (id.com.au)

^[5] Regional population, 2021-22 financial year | Australian Bureau of Statistics (abs.gov.au)

^[6] Regional population, 2021-22 financial year | Australian Bureau of Statistics (abs.gov.au)

^[7] Regional population, 2021-22 financial year | Australian Bureau of Statistics (abs.gov.au)

^[8] <https://economy.id.com.au/melton>

^[9] <https://economy.id.com.au/melton>

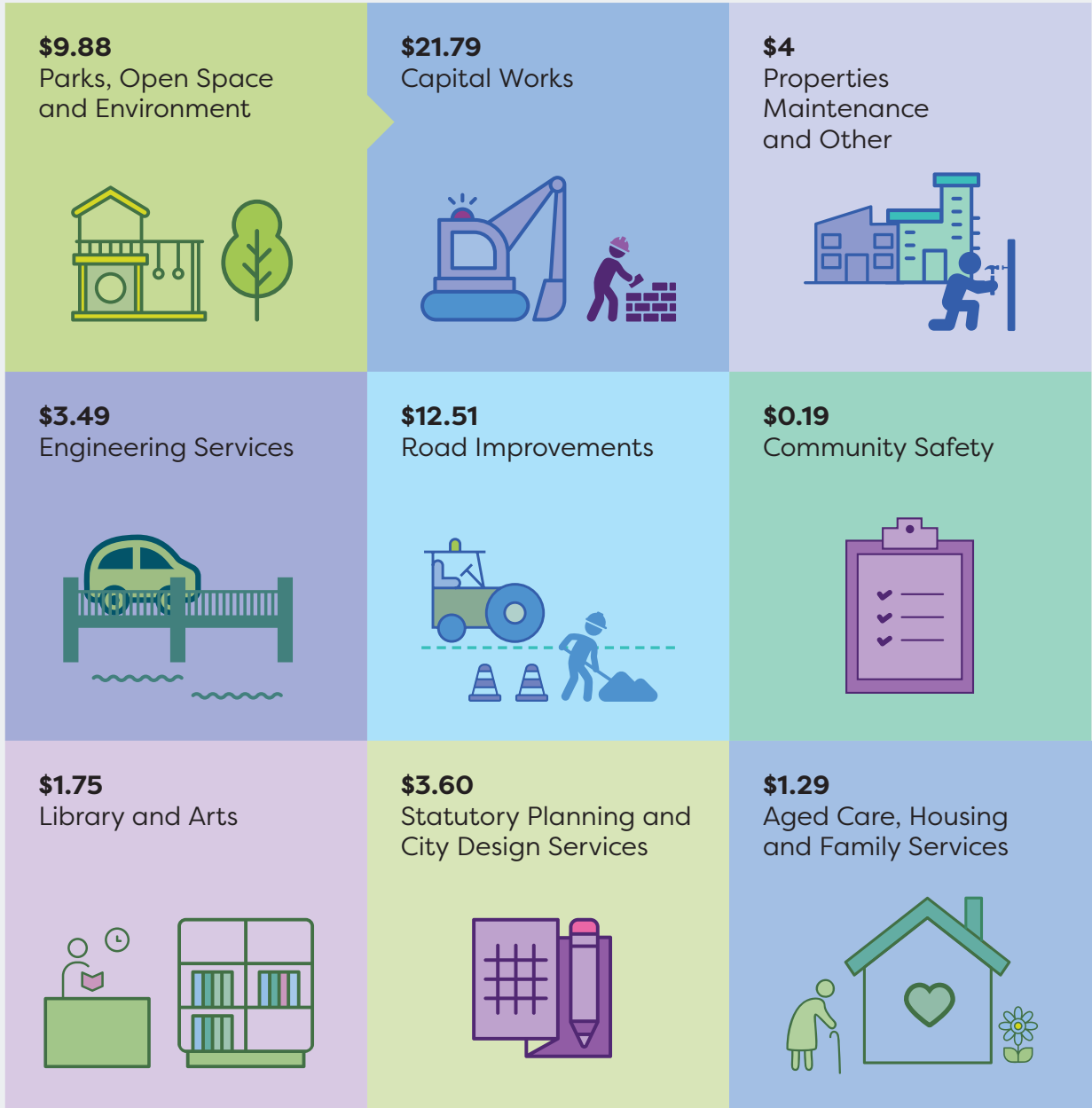
^[10] <https://economy.id.com.au/melton>

^[11] <https://economy.id.com.au/melton/workers-key-statistics>

^[12] <https://economy.id.com.au/melton/workers-key-statistics>

Where do rates go: For every \$100

We delivered a broad range of services to our diverse community of residents, traders, business owners and visitors. This list shows how rates revenue was spent across these services for every \$100 spent in 2022/23.



Mayor's Message



Cr Lara Carli
Mayor
City of Melton

It gives me great pleasure to present Melton City Council's 2022/2023 Annual Report.

Growth remains a major challenge for Council, we are united in our commitment to ensure that ours is a vibrant, safe and liveable City accessible to all.

This is the foundation of our Council and Wellbeing Plan 2021-2025, developed in consultation with our community. The Plan identifies Council's key projects and advocacy priorities over four years. Our performance for the 2022/2023 year is reported against each Council and Wellbeing Plan theme under the 'Our Performance' section of this report.

This is the second full-year implementation of our Council and Wellbeing Plan, and we are tracking well against our major priorities and actions to date.

We had an ambitious 59 actions in year two of the plan, and I am pleased to report we have completed 42 of those actions. A further 16 are on track to be completed within target timeframes, and the remaining action is in our sights and gaining momentum to also complete.

A great outcome for our community.

Over the year, we delivered a significant capital works program including community centres, new and upgraded playgrounds, recreation facilities and important road upgrades to help make the City of Melton an even better place to live and raise a family.

Highlights for 2022/2023 include Mt Atkinson Children's and Community Centre, which was constructed in response to the needs of a rapidly growing community.

Thornhill Park Children's and Community Centre was another significant capital works project delivered in 2022/2023, not only providing improved access to early childhood and health services to this emerging community, but also offering safe and welcoming meeting spaces.

A new sports pavilion and major upgrades to the community sports pavilion facilities at Taylors Hill Recreation Reserve were delivered this year. The pavilion increases capacity at the recreation reserve to meet the growing participation needs of community sporting clubs and has been a welcomed addition to the facility. Melton City Council fully funded and delivered these \$2.8 million upgrades.

Finally, we continued construction of the Diggers Rest Recreation Reserve redevelopment which will see the addition of a new multipurpose community pavilion, new sports pavilion, a redeveloped oval, new cricket nets, electronic scoreboard, more car parking and new access road. The redeveloped reserve will be a hub for the Diggers Rest community and fast-growing local sporting clubs.

A new commemorative space, co-designed with the Melton Historical Society and the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal was established in the most historical section of the Melton Cemetery, on the corner of Arawata Parade and Cadross Avenue.

Council records and anecdotal history indicate that the south-east corner of the cemetery contains a number of unmarked graves, including Aboriginal Ancestors and early European settlers, who were put to rest in the early years of the cemetery. Council resolved to formally close and acknowledge this section as a site containing historically unmarked graves. The new commemorative space is now complete and will serve as a place of quiet reflection and memorial.



Cr Carli with local residents at Banchory Green playspace opening

These projects and initiatives complement more than 100 community services Council offers our residents in areas like family and children's services, social support for seniors, and programs for teens.

Since 2014/15, Council has commissioned an annual Community Satisfaction Survey, to determine community satisfaction with Council's overall performance and change in performance.

A total of 800 residents were chosen at random from a sample drawn proportionally from across the municipality, and in 2023, satisfaction with Council's overall performance was rated at 6.9/10 (good), a slight increase from 6.54 in 2022, and Governance and Leadership was 7.1 (good), higher than the 2022 result of 6.51. Average satisfaction with services and facilities in 2023 was 7.5 (good), up from 7.17 in 2022.

It's encouraging to see community satisfaction continue to track upwards, and we look forward to continuing to improve our service delivery and leadership over the next 12-months.

Our major events program in 2022/2023 was a huge success, marking the first full event season since the onset of the pandemic. The community's response and attendance at events exceeded our expectations, demonstrating the unwavering spirit and enthusiasm of the City of Melton residents.

In October, Council hosted our inaugural Flavour Fest event, in partnership with Woodlea. Despite inclement weather, the event drew a strong crowd of over 15,000 attendees, demonstrating the community's support and eagerness to embrace new experiences.

Melton's signature community event, the Djerriwarrh Festival, followed in November 2022. The festival attracted an impressive crowd of 25,000 people. Throughout the day, attendees immersed themselves in the festivities, with a significant number staying until the evening to witness a showstopping performance by the acclaimed Eskimo Joe.

As the year drew to a close, our beloved Melton Carols by Candlelight event welcomed hundreds of families to Hannah Watts Park. Over 4,500 people came together for a festive singalong, creating cherished memories and fostering a strong sense of community spirit.

To round off our events season in April, we hosted a reimagined Lakeside Alive event that attracted over 10,000 attendees throughout the day around picturesque Lake Caroline.

We were also busy conferring thousands of new Australian citizens this year, welcoming 176 new citizens during our annual Australia Day Citizenship Ceremony on 26 January 2023.

A total of 4,047 new citizens were welcomed to the City of Melton during the 2022/23 year, nearly twice as many as last year.

As always, the wellbeing of our community was paramount for Council, and I would like to acknowledge the way in which our organisation has worked to ensure our residents continued to have access to the programs and services they need to lead healthy and happy lives.

On behalf of my fellow Councillors, I would like to take this opportunity to thank our residents for their support over the past 12 months, and our Executive Leadership Team and staff for the delivery of the quality services they provide to our community.

Message from the Chief Executive Officer



Roslyn Wai
Chief Executive Officer
Melton City Council

It is an honour to operationally lead Melton City Council and present this report having been in the role for my first full year with Council.

One of my first focus areas on accepting the role at the end of January 2022 was a commitment to our Council to transform our organisation to delivery on all the challenges and opportunities of growth.

Over the past 12 months, Council has continued to focus and expand our service delivery to the community, whilst at the same time developing our workplace Transformation Plan.

Following an organisational review with extensive staff engagement in 2022, we reviewed our 75 plus service areas – within an ambitious timeframe of eight weeks to identify 10 per cent efficiency improvement.

This Accelerated Service Review identified opportunities for 18 per cent efficiency improvements whilst enhancing our services and experiences for the community we serve.

We have a new organisational structure which has been gradually implemented over the past 12 months, and our Transformation Plan will deliver further change to sustainably evolve our commitment to be a customer and future-focused council. The four focus areas of our workplace transformation are customer, people, technology and growth.

Our organisational change has at its core – ensuring we can take advantage of the opportunities that continue to make our city a great place to live, work and visit.

During the year we welcomed leaders into new executive roles: Peter Leersen, Director Organisational Performance (Chief Financial Officer), Troy Scoble as Director City Futures, Sam Romaszko as Director City Futures, and Neil Whiteside as Director City Delivery. I was delighted the appointments include both existing employees and new talent from both within the Local Government sector and bringing experience from other employment sectors.



Executive Leadership Team and Councillors at the Western Region Biannual Forum

Our workplace includes more than 100 people in people leader roles, and we are advancing our leading by example with a culture of integrity, accountability, responsiveness, and professionalism.

From a financial perspective, Melton City Council continued to operate sustainably and with a commitment to efficiency improvements. In delivering services and a capital works program, Council achieved an adjusted operating surplus of \$23.1 million.

While this is a positive result, as a growth Council with a lot of facilities and roads to build and maintain, we are looking to continue to develop alternative revenue streams to delivery of high quality services and fit for purpose facilities for our community and future generations.

Melton City Council has a long history of commitment to innovation and advocating to State and Federal governments for much needed infrastructure and services for our communities. Thank you to the State and Federal government for funding support.

Council was nominated for, and won, several industry awards in 2022/2023, which are featured on page 27 of this report.

In June, following negotiations with employees and union representatives, employees voted 'yes' on a new Enterprise Agreement which has advanced our employment terms and conditions for our workplace.

I would like to thank our Councillors, staff on 'Team Melton', our leaders across the organisation who have embraced with grace and professionalism the substantial operational and organisational transformations we are undertaken to maximise the delivery of our Council and Wellbeing Plan.

I am excited about what we will deliver for our City and our community in the year ahead for our current and future residents.



The Year in Review 2022/23



2022/23 Financial Summary

Melton City Council is in a sustainable financial position guided by the adopted 10-year Financial Plan and expectations under the *Local Government Act 2020*. The Financial Plan and subsequent Budget adopted in 2023 outlines how Council will responsibly manage community funds and ensure financial sustainability.

\$653.9m

Total income
(including non monetary
contributions)

\$231.2m

Total expenditure

\$23.1m

Adjusted operating
surplus

\$55.3m

Capital works
expenditure

The City of Melton's population is forecast to reach 440,142 by 2051, 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 \$422.7 million for the 2022/2023 reporting period. It should be noted that the surplus is reported in line with Australian Accounting Standards and includes many non-cash items including \$304.6 million in "income" for assets brought to account upon the finalisation of subdivisions by developers.

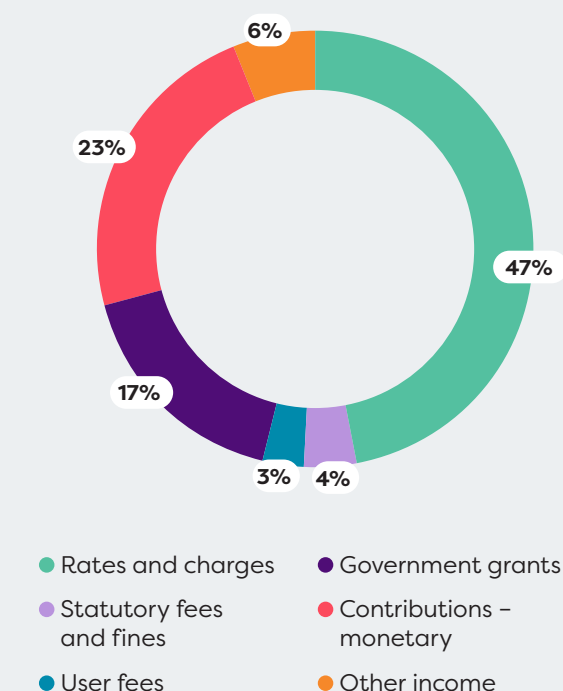
The result was predominantly driven by the recognition of subdivision works completed which had not been budgeted as non-monetary contributions. Council's prudent financial management continued to contain costs which assisted in generating an increase in the operating surplus.

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 47 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.

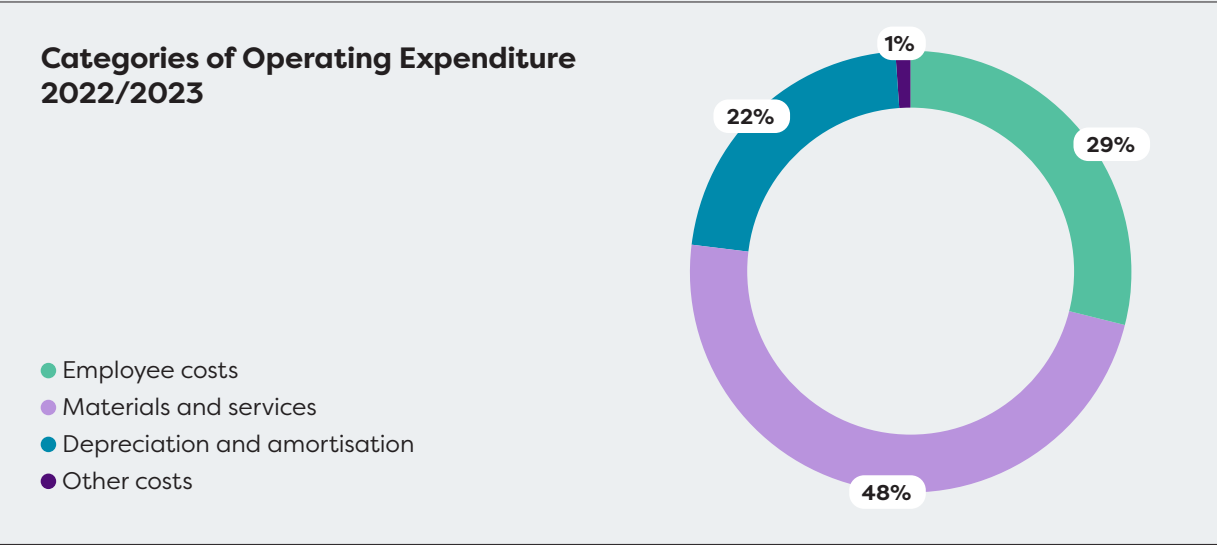
Sources of Income 2022/2023
Excluding contributions – Non Monetary



Expenses

Council's total expenditure, including depreciation for 2022/2023, was \$231.2 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 2022/2023, Council's budget was based on 1.75 per cent rate cap in line with the Victorian Government's Fair Go Rates System. Council did not seek a variation to the rate cap and 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 \$60.1 million in grant funding from the State and Federal governments during the 2022/2023 financial year.

Key Financial Sustainability Indicators

Indicator	Result	Risk Rating*
Net result %	64.64%	Low
Adjusted underlying result %	49.00%	Low
Liquidity (ratio)	389.00%	Low
Internal financing (%)	239.86%	Low
Indebtedness (%)	11.00%	Low
Capital replacement (ratio)	1.11	Medium
Renewal gap %	23.00%	Low

*Rating per VAGO's risk matrix

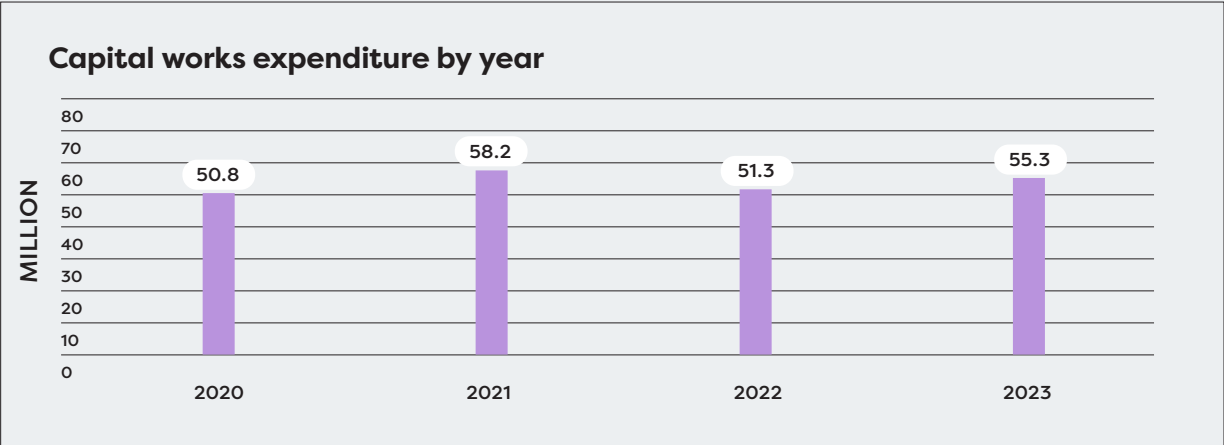
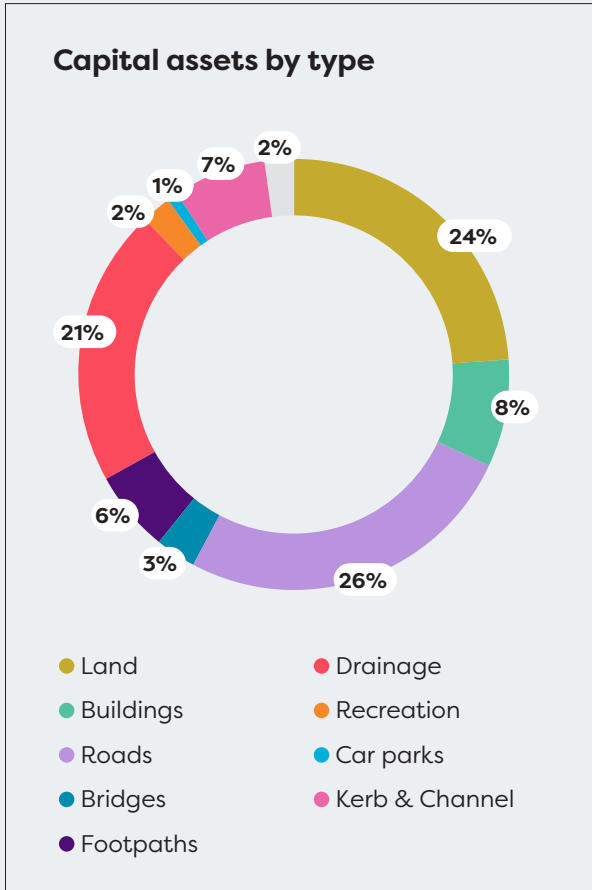
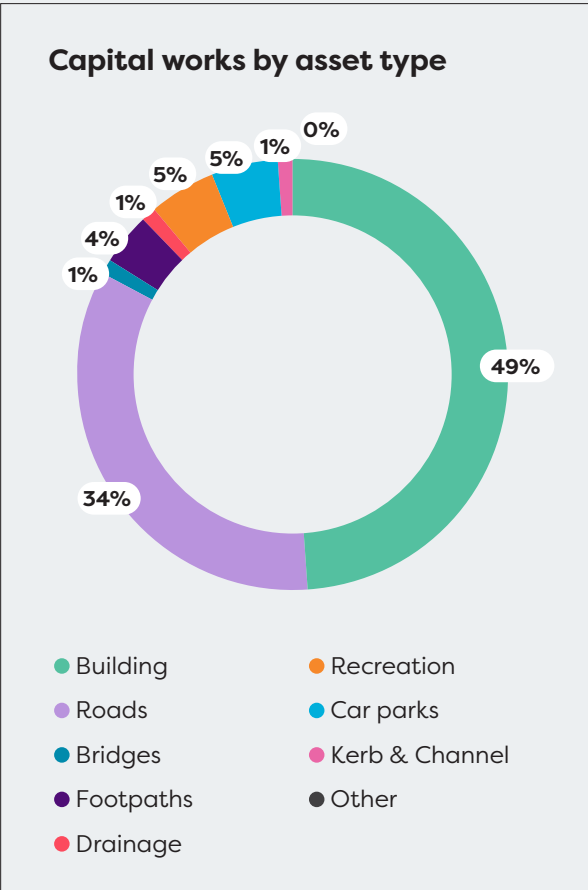
Asset Renewal

Council adopted an Asset Plan that outlines how the organisation will improve the way it delivers services and outcomes for the city's infrastructure, including transport, building, stormwater and open space assets worth \$3.7 billion.

Council aims to ensure that asset management and infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment.

Like many other local governments in Victoria, the challenge facing Council is continuing to deliver expected quality services to the community from its ageing and increasingly costly infrastructure, while making the best use of its financial resources.

The adoption of the Asset Plan is important and will help guide decisions on the life cycle of assets over the next 10 years. This will ensure assets can deliver the required level of service to the community in a consistent and effective way based on priorities and needs.



Capital Works Highlights

A snapshot of some of the major projects that were well underway during the 2022/23 year.



Mt Atkinson Children's and Community Centre

Responding to the needs of a rapidly growing community is the recently completed Mt Atkinson Children's and Community Centre. The Centre features four kindergarten rooms and associated licensed play spaces along with storage, office and meeting spaces.

The Centre also accommodates two Maternal and Child Health consulting rooms, an associated waiting area and two community rooms supported by a community activation office, community kitchen and storage.



Thornhill Park Children's and Community Centre

Thornhill Park Children's and Community Centre not only provides improved access to early childhood and health services but also includes safe and welcoming meeting spaces.

Delivered in two stages, the Centre now includes four 33-place kindergarten rooms, multi-purpose community spaces, two maternal and child health suites, a family room and breastfeeding space, a community kitchen and additional professional consulting and office suites.



Diggers Rest Recreation Reserve

Upgrades at Diggers Rest Recreation Reserve will deliver a new multipurpose community pavilion, new sports pavilion, a redeveloped oval, new cricket nets, electronic scoreboard, more car parking and a new access road.

The new pavilion will be a hub for the Diggers Rest community and fast-growing local sporting clubs. The new oval and cricket nets are expected to be ready for community use by the end of the year with the full project due to be completed in the first quarter of 2024.



Taylors Hill Recreation Reserve Pavilion

A new sports pavilion and major upgrades to the community sports pavilion facilities at Taylors Hill Recreation Reserve were delivered this year.

The pavilion increased capacity at the recreation reserve to meet the growing participation needs of community sporting clubs and is a welcomed addition to the community.

The upgrades created a new 130m² social space including a kitchen and expanded the number of change rooms to six to support the three soccer fields where matches are played concurrently during peak periods. The change rooms are all-inclusive, accessible and followed sporting guidelines.



Centenary Park Revitalisation – Kurunjang

Revitalising the popular Centenary Park has resulted in improved amenities including playground equipment, a basketball half-court, seating, shade structure, an improved pedestrian path network and turf kick-about spaces.



Banchory Green in Banchory Park, Hillside

Banchory Green in Banchory Park has been rejuvenated. The play space has been improved, the existing tennis and basketball courts and footpath have been upgraded and there is now a grassed kick-about space.

Planting is more diverse, improving habitat and air quality, and the existing shelter has been upgraded.

Economic Factors

The rate of growth in the City of Melton continued to accelerate in 2022/2023, with the City named as the fastest growing municipality in Australia*.

Council continued to attract new business investment and support existing local businesses across the City of Melton to grow our economy and create local jobs.

Labour shortages and material cost increases in the construction industry had an impact on the delivery of the capital works program.

There has been an increase in Council rates hardship support to residents as they deal with interest rate increases and other rising cost-of-living pressures.

Challenges and the Future

Council was faced with the following challenges in 2022/23:

- Managing the city’s rapidly growing population
- Attracting improved allied health and community services for a fast-growing community
- Investment in improved public transport and arterial roads
- Delivering key community infrastructure at the right time, whilst navigating construction labour shortages and material cost increases.

Council is looking ahead to 2023/24 and plans to undertake the following actions:

- Continue to deliver projects identified in the Capital Works Program
- Deliver actions within the Transformation Plan to sustainably create the change our workplace requires to be a future-focused city council that can deliver on our community needs
- Implement opportunities from service reviews to identify efficiencies and cost saving opportunities
- Work in partnership with the Victorian and Federal governments to fund critical infrastructure and services.

Major Changes

In 2022/23 we completed an organisational review which highlighted the strategic gaps and priority areas to uplift the operating model and service planning areas within Council, by:

1. **Increasing strategic definition** through uplifting the integrated planning maturity to inform strategic choices in service delivery
2. **Investing in the operating model** to address structure, capability and capacity challenges constraining effective delivery and growth enablement
3. **Transform culture** that consolidates our strengths into an intentionally designed culture that drives continuous improvement and engagement

A new organisational structure has progressively come into effect over the past 12 months, to better position our workplace to meet the ongoing challenges of growth, changes in government direction and policy, and better align with our Council and Wellbeing Plan.

Following the organisational review, we completed 75 service reviews to highlight opportunities to make efficiency and productivity improvements while also developing solutions that make a real difference to the community.

In 2022/23 we also commenced work on a Transformation Plan focusing on our key opportunity areas to sustainably create the change we need to become a future-focused city council that can deliver on our community needs through:

Customer – we use the voices of our customers in everything we do.

People – we are a great place to work and an ‘employer of choice’.

Technology – we have integrated technology solutions that enable excellence.

Growth – we invest sustainably in our workforce growth to deliver excellence.

* population.gov.au/data-and-forecasts/dashboards/fastest-growing-local-government-areas

Sustainability Statement

At Melton City Council we integrate sustainability into all aspects of our work. Along with acting in an environmentally sustainable way, we consider the social and financial impacts of our activities and ensure they are also sustainable.

Social Sustainability

To be socially sustainable, we aim to embed social equity across Council to ensure that all that Council does has a positive social impact for our community.

We invest in project and program delivery, services, infrastructure, partnerships, engagement, policy and strategy that will enable Council to meet the needs of our community, now and into the future. We work to attract funding and deliver initiatives that address the underlying drivers of social and health issues to facilitate a community that is equitable, safe, welcoming, connected and inclusive.

This investment enables us to deliver a range of services and programs that are evidence informed and effective, to promote health and wellbeing, lifelong learning, foster social inclusion, advocate for social justice, enhance safety and support the community to live free from violence and discrimination, establish a sense of belonging and thrive.

Workplace Sustainability

Providing a safe and healthy workplace in which employees can grow and prosper is critical to the development of an appropriate corporate culture. Council provides a mechanism to allow for work/life balance and openly explores flexible working arrangements. Policy, procedure and frameworks are in place to promote health and wellbeing, learning and development, emerging leader development and leadership development. Policies, procedures and mechanisms for advice and support are also communicated through induction and awareness training to protect employees from discrimination, harassment and bullying in the workplace.

More information about our workforce can be found in the Report of Operations in the Annual Report.

Environmental Sustainability

Council is committed to protecting and enhancing its natural environment including grasslands, woodlands and waterways. Our community values the City’s natural spaces and works to ensure they are preserved, accessible and welcoming now and for future generations. We recognise the many benefits of the natural environment – including for health and wellbeing. We also recognise the adverse impacts of climate change and habitat degradation and are committed to actively taking steps to reduce those effects – including a commitment for Council to be Net Zero Emissions by 2040. In coming years, as climate change and high rates of development affect our local environment, environmental sustainability will continue to be a strong focus of our work.

Economic Sustainability

Melton City Council plays a key role in fostering a robust and thriving local economy and enhancing residents’ overall quality of life. Our commitment to economic sustainability and resilience is evident through our ‘Venture Melton’ initiatives. These strategic programs empower and nurture the business community, facilitating growth, connectivity, and excellence. Our vision is to cultivate Australia’s most connected and supported business community.

Financial Sustainability

As well as our focus on the external economy, Council’s financial sustainability is a paramount consideration in the way we operate. We apply sustainability principles to procurement, operational efficiency, financial planning, and asset management.

Strategies and policies are implemented to ensure the organisation’s long-term financial sustainability. Information about the work we are doing to ensure financial sustainability is contained in the Financial Report section of the Annual Report.

Community satisfaction

Council has commissioned an annual Community Satisfaction Survey since 2014/15.

A total of 800 residents are randomly surveyed from a sample drawn proportionally from across the municipality each year. The survey returned to the traditional in-person method.

The surveying was completed between May and June 2023, consistent with the timing of previous surveys.

The survey comprises the following core components, which are included 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 customer service

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

In 2023, satisfaction with Council's overall performance was rated at 6.9 out of 10 (good), a slight increase from 6.54 in 2022, and Governance and Leadership was 7.1 (good), higher than the 2022 result of 6.51. Average satisfaction with 31 included services and facilities in 2023 was 7.5 (very good), up from 7.2 in 2022

The top three issues identified by community in 2023 were:

- 1 Traffic Management **25%**
- 2 Roads (including roadworks) **13%**
- 3 Parks, gardens and open space **12%**

The services with the highest levels of satisfaction in this year's survey included:

- regular garbage collection **(8.7)**
- regular recycling **(8.6)**
- green waste collection service **(8.5)**
- library services **(8.4)**
- hard rubbish collection **(8.0)**
- Melton recycling facility **(8.1)**

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



Harmony Day 2023

Events Calendar

Council's Major Events program in 2022/23 was the first full event season since the onset of the COVID-19 pandemic. The community's response and attendance at events exceeded expectations.

In October 2022, Council hosted the inaugural Flavour Fest in partnership with Woodlea. Despite inclement weather, the event drew a strong crowd of more than 15,000 people.

Melton's signature festival, Djerriwarrh Festival followed in November 2022. The festival attracted a crowd of 25,000 people. Throughout the day crowds immersed themselves in the festivities and performance by the acclaimed Eskimo Joe.

As the year drew to a close, the Melton Carols by Candlelight event welcomed hundreds of families to Hannah Watts Park. More than 4,500 people came together for a festive singalong.

In April 2023, Lakeside Alive was reimagined on a grander scale, captivating more than 10,000 attendees throughout the day around picturesque Lake Caroline.

The City of Melton welcomed 176 new residents during its annual Citizenship Ceremony on 26 January 2023. In addition to the Citizenship Ceremony, Community Achievement Award recipients were recognised for their contribution to the city and its communities, including:

- Citizen of the Year - Les Chitts
- Intercultural Engagement Leader of the Year - Daphrose Tuyisabe
- Disability, Access and Inclusion Leader of the Year - John McVie
- Young Citizen of the Year - Shilpa Kumar.

More details about each of the award recipients can be found under the "Our Community" section of this report.

A total of 4047 new citizens were welcomed to the City of Melton during the 2022/23 year.



Djerriwarrh Festival 2022

Awards

- > The Moving Melton Transport Prospectus won the *Leadership In Growth Areas Award* at the 2023 National Growth Areas Alliance Awards.

The Moving Melton Transport Prospectus, is an interactive website that demonstrates road, rail, bus and active transport projects to better connect the community and attract investment. [Movingmelton.com.au](https://movingmelton.com.au) is an innovative advocacy communication platform demonstrating the benefits of investment for each key transport project with integrated modelling, 3D imaging and a cost-benefit analysis. This category is aimed at recognising an individual or team from within a NGAA Member Council who has shown an outstanding commitment and leadership to pursuing better outcomes for growth areas, in any aspect of Council work.

- > Venue Booking Customer Improvement Project – *Customer Experience* category finalists in the 2022 MAV Awards for Excellence. The project was also nominated for a LOLA award through the Linked Organisation of Local Authority ICT Societies.
- > Council was a finalist in the Mainstreet Australia Awards 2023 in the *Best traditional/digital marketing – Council/Government* category, for our highly successful Melton Town Centre Trader Video series. These videos were produced as part of the Melton Town Centre Revitalisation Project to capture the stories, characters and unique offering of businesses within the town centre.
- > The Moving Melton Transport Prospectus also won the National Award for Local Government in the *Productivity Through Infrastructure* category through the Department of Infrastructure, Transport, Regional Development, Communications and the Arts) recognises local government initiatives which:
 - Utilises technological innovations or regulatory changes
 - Considers sustainability, liveability and productivity in investment strategies and planning; and/or
 - Addresses long-term infrastructure priorities and offers clear economic productivity benefits.





Our City and our Councillors

About the City of Melton

The City of Melton is a key part of Melbourne's western growth corridor. It is directly connected by the Western Ring Road and Deer Park bypass to Melbourne's major freeways, main airport, major industrial hub and the Port of Melbourne. The Western Highway, an important national freight route, runs through the City. The City's residential population is concentrated in the Melton township and Melton eastern corridor districts.

The Melton township comprises the suburbs of Melton, Melton West, Harkness, Melton South, Kurunjang and Brookfield and is centred on the Melton major activity centre, around 35 kilometres northwest of the Melbourne CBD. The township continues to grow while preserving features of its rural heritage.

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 significant rural areas including Parwan, Plumpton, Mount Cottrell, Exford, parts of Diggers Rest, Toolern Vale and Eynesbury.



Our history

The City of Melton has a rich Aboriginal heritage which dates back more than 40,000 years. Three different, but related language groups, each made up of several individual clans, lived in the areas now covered by the Melton Local Government Area. They are the Wurundjeri Woi-Wurrung, Wadawurrung and Bunurong peoples.

These three Traditional Owner groups form three of the five tribes that make up the Kulin Nations. Historically and today, the inheritance of cultural practice for next generations is important, encouraging connection to people and place. City of Melton Aboriginal and/or Torres Strait Islander community members are diverse, coming from the three Traditional Owner groups, but also from many Aboriginal nations and clans from across Australia.

Aboriginal stone tools and camp sites have been found along local water courses, along with multiple scarred trees where bark had been excised out of the tree without causing harm to the ongoing health of the tree. This bark was used for making canoes, carrying containers, shields and shelters. There are several of Aboriginal cultural heritage sites in the City of Melton; 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 of 1863 in Hannah Watts Park, Melton.

The first European settlers arrived in the late 1830s. By 1862, Melton was created as a district, which would develop a rich pastoral and farming heritage. This era is still evident with numerous remaining pastoral homesteads, dry stone walls and dams.

In 1974, Melton was declared Melbourne’s first satellite city. Extensive suburban development led to a major increase in population through the 1980s. Throughout the past decade, the municipality has continued to experience unprecedented population growth and is recognised as one of the fastest growing municipalities in Australia. In acknowledgement of our fast growth, the Shire of Melton was granted city status by the Victorian Government in September 2012 and was renamed the City of Melton.

The Role of Council

The *Local Government Act 2020* sets out the purpose and objectives of Melton City Council and defines its functions and powers. Council is a statutory body incorporated under the Act. Its role is to provide leadership for the City of Melton in service of the community.

Sections 8 and 9 of the *Local Government Act 2020* sets out the role and powers of a Council.

Governance

The Melton City Council is constituted under the Act to provide leadership for the good governance of municipal districts and the local community. Council has several roles including:

- Considering the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring and reporting on achievements
- Ensuring resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

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, public forums such as ward meetings and the ability to make submissions to Special Committees of Council.

Council’s formal decision-making processes are conducted through council meetings and special committees of Council. Council delegates most of its decision-making to council staff. These delegations are exercised in accordance with legislation and Council policies.



Citizenship ceremony October 2022

Ward Map

Our Councillors 2020-2024 term

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

Coburn Ward

Cr Sophie Ramsey
0412 584 067
sophie.ramsey@melton.vic.gov.au



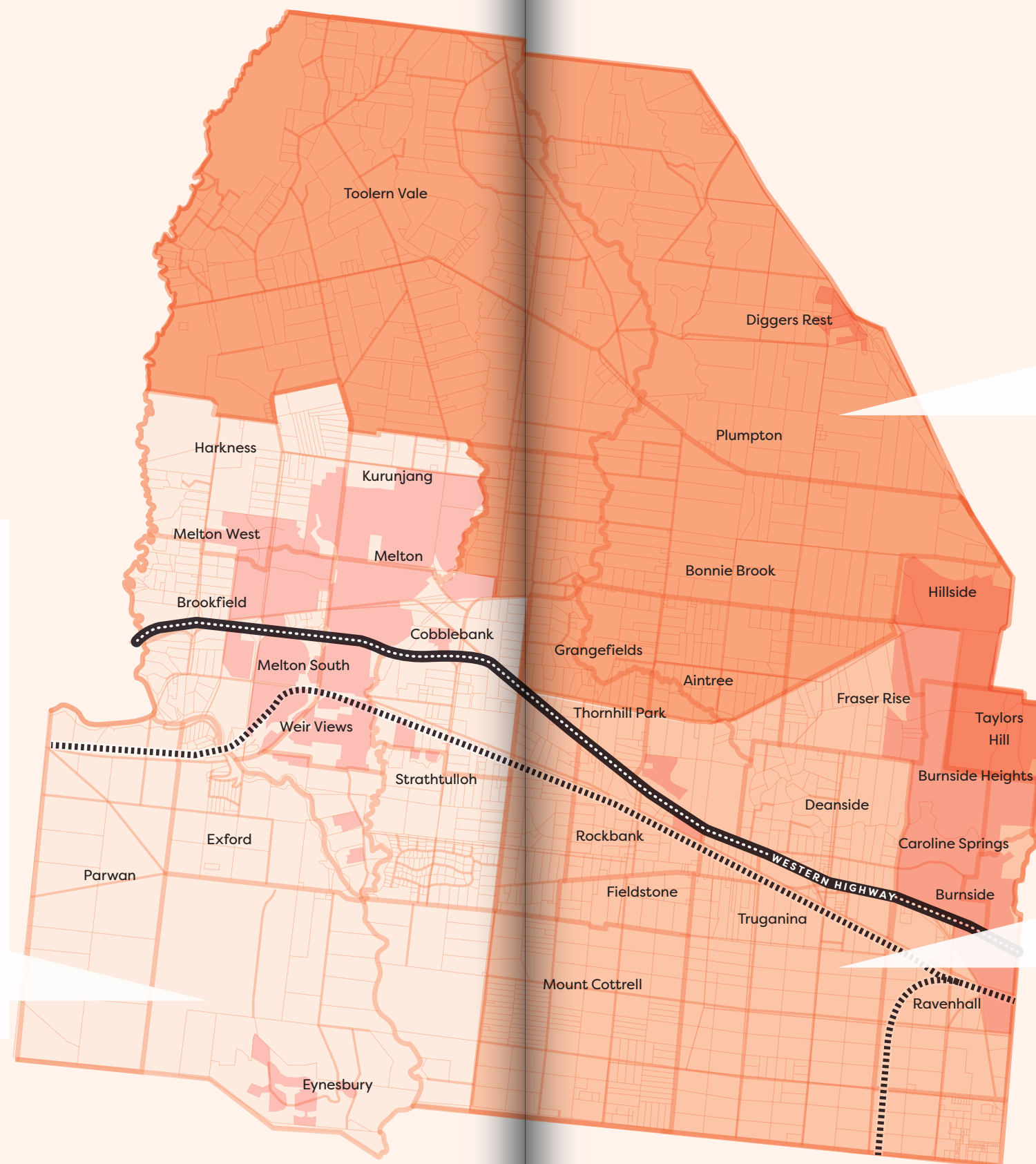
Cr Julie Shannon, Deputy Mayor
0499 801 302
julie.shannon@melton.vic.gov.au



Cr Bob Turner
0412 584 224
bob.turner@melton.vic.gov.au



Cr Ashleigh Vandenberg
0499 801 183
ashleigh.vandenberg@melton.vic.gov.au



Watts Ward

Cr Lara Carli, Mayor
0409 951 020
lara.carli@melton.vic.gov.au



Cr Justine Farrugia
0475 907 616
justine.farrugia@melton.vic.gov.au



Cambridge Ward

Cr Goran Kesic
0437 241 436
goran.kesic@melton.vic.gov.au



Cr Steve Abboushi
0437 231 680
steve.abboushi@melton.vic.gov.au



Cr Kathy Majdlik
0412 584 058
kathy.majdlik@melton.vic.gov.au



Cambridge Ward



First elected November 2016

0437 231 680

steve.abboushi@melton.vic.gov.au

Cr Steve Abboushi

Steve has been a City of Melton resident for 15 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 achievements and passion of this city's residents, together with the picturesque parks, gardens and lakes are what makes Steve a proud resident and Councillor of the municipality.

Steve and his wife Mariasol, a cancer nurse, have two primary school-aged sons, Rafael and Orlando.

He has a Bachelor of Arts in Criminal Justice Administration and has worked in the State Government and not-for-profit sectors.

Served as Deputy Mayor (2019/20)



First elected November 2016

0437 241 436

goran.kesic@melton.vic.gov.au

Cr Goran Kesic

Goran cares for the needs of the community and, as a Councillor, advocates for greater job creation and investment in the local economy, a local tertiary learning environment, more police patrolling our streets, a new aquatic centre and more sporting facilities.

A Caroline Springs resident of 20 years, Goran is married with an adult daughter and son.

He holds a bachelor's degree in strategic studies and international relations and a master's degree in international relations from Deakin University.

He is an experienced analyser, investigator and adviser with many years' experience in linguistics, civil and military intelligence, security analysis and project management, both internationally and locally. He has previously worked for the United Nations, UNHCR, ICRC and the Organisation for Security and Co-operation in Europe on various projects in the Balkans.

Served as Mayor (2021/2022) and Deputy Mayor (2020/21)



First elected November 2008

0412 584 058

kathy.majdlik@melton.vic.gov.au

Cr Kathy Majdlik

Kathy has been a local resident for more than 20 years and a Councillor since 2008. She 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 Kathy 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.

Kathy 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).

Served as Mayor (2020/21; 2015/16; 2012/13), and Deputy Mayor (2009/10; 2008/09)

Coburn Ward



First elected October 2001

0412 584 067

sophie.ramsey@melton.vic.gov.au

Cr Sophie Ramsey

A local resident for more than 30 years, Sophie 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.

Sophie's greatest aspirations for the community, and the things she tirelessly advocates for are a new Melton Hospital, a tertiary and TAFE facility for Melton, local road and highway upgrades, and more investment in local jobs.

As a mother to three daughters and having been the carer for her mother and grandmother, family is very important to her.

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

Served as Mayor (2016/2017; 2014/2015; 2004/2005; 2002/2003) and Deputy Mayor (2013/2014)



First elected October 2020

0499 801 302

julie.shannon@melton.vic.gov.au

Cr Julie Shannon, Deputy Mayor

Julie 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 her first term as a councillor, she's very interested in making Melton a destination for visitors, enjoys participating on the Western Melbourne Tourism Board and is advocating for the Melton Weir to be developed.

Family violence, homelessness and food security are issues Julie is passionate about and is already addressing in her role.

Julie lives, works and volunteers in Coburn Ward. She has been married to husband Paul for 37 years and has three daughters and four grandchildren.

Her life experiences include small business, education, retail, hospitality, not-for-profit and faith-based activities. Julie has served on various industry and not-for-profit boards over the past 25 years which has taught her to appreciate diversity and value differences of opinion.

Serving as Deputy Mayor (2022/23)



First elected November 2008

0412 584 224

bob.turner@melton.vic.gov.au

Cr Bob Turner

Bob 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 TAFE and 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 an upgrade of the Western Highway.

Bob immigrated to Australia from Dundee, Scotland in 1989 with his wife, Val, and three sons, Bobby, Scott and Stephen, and settled in Melton in

1990. Since then, his sons have married, and Bob is now a grandad to six grandchildren.

A toolmaker by trade, Bob 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 of The Gap on Graham Inc, local community radio station 979fm, the Lions Club of Melton, the Red Cross and is an L2P driving instructor.

Served as Mayor (2018/19; 2017/18; 2013/14) and Deputy Mayor (2016/17; 2012/13)



First elected October 2020

0499 801 183

ashleigh.vandenberg@melton.vic.gov.au

Cr Ashleigh Vandenberg

Ashleigh's passion for helping others and her ambition to represent local needs saw her successfully elected in 2020.

Growing up in the City of Melton and now raising her two young children here, Ashleigh describes the local community as vibrant, inclusive and welcoming.

As a Councillor, she wants to ensure the City of Melton receives adequate funding for roads, services and community assets, and works to advocate to state and federal governments to help deliver these outcomes for a healthy, safe and strong future.

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

Ashleigh is a registered nurse and holds a Bachelor of Nursing and Bachelor of Biomedical Science, completing her studies at Victoria University. She works as a registered nurse in a Melbourne hospital and was on the front lines during the COVID-19 pandemic.

Watts Ward



First elected November 2016

0409 951 020

lara.carli@melton.vic.gov.au

Cr Lara Carli, Mayor

In her role as a Councillor, Lara 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, Lara strives to help ensure residents have a great place to live – one that's well connected, with diverse educational 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, Lara served one term at Whittlesea Council where she was elected as the first female Mayor in its history.

Serving as Mayor (2022/23; 2019/20) and Deputy Mayor (2021/22; 2018/19)



First elected January 2023

0475 907 616

justine.farrugia@melton.vic.gov.au

Cr Justine Farrugia

A local resident of nine years, Justine lives in Taylors Hill with her husband and their two young sons.

Justine hopes to bring a fresh and youthful outlook to Council and represent the many members in the community, just like herself, who have young, growing families.

Cr Farrugia is passionate about advocating for better infrastructure to ease congestion on our roads and is interested in creating better green spaces, along with sensory and disability friendly parks that are fenced. Justine is also committed to advocating to other levels of government and industry to attract more services to the area to cater for our City's fast-growing population.

Justine has a strong background in the retail and franchise industries, with more than 20 years' experience. This has seen her develop a passion for small business and seeing our local small businesses thrive. Justine holds a Diploma in Retail Management from Victoria University & Certificate IV in training and assessment.

Council Meetings

Council Meetings are held every month.

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 the public can easily find any item they are interested in.

Council meetings in 2022-23 were held on:

- Monday 18 July 2022
- Monday 15 August 2022
- Monday 12 September 2022
- Monday 10 October 2022
- Thursday 3 November 2022
(Meeting to elect the Mayor and Deputy Mayor)
- Monday 14 November 2022
- Monday 12 December 2022
- Monday 27 February 2023
- Monday 27 March 2023
- Monday 24 April 2023
- Monday 29 May 2023
- Monday 26 June 2023

Committees

COMMITTEE	COUNCILLOR REPRESENTATIVE	
	November 2021 to December 2022	December 2022 to November 2023
Arts & Culture Advisory Committee	Cr Carli Cr Vandenberg Cr Turner	Cr Vandenberg Cr Majdlik Cr Turner
Audit & Risk Committee	Cr Kesic Cr Shannon (Cr Majdlik - Substitute)	Cr Carli Cr Kesic
Boral Deer Park Community Liaison Committee	Cr Abboushi (Cr Kesic - Substitute)	Committee discontinued, incorporated into Melbourne Regional Landfill Community Reference Group
CEO Employment and Remuneration Committee	All Councillors	All Councillors
Community Achievement Awards Assessment Panel	All Councillors	All Councillors
Community Learning Advisory Committee	Cr Ramsey	Discontinued. Objectives in Council Wellbeing Plan for community learning to be delivered through annual actions
Councillor Representations Nominations Advisory Committee	All Councillors	All Councillors
Disability Advisory Committee	Cr Carli Cr Majdlik Cr Ramsey	Cr Carli Cr Majdlik Cr Ramsey (Cr Vandenberg - Reserve)
Early Years Partnership Committee	Cr Carli Cr Vandenberg	Discontinued as an advisory committee, continues to operate in an informal manner.
Heritage Advisory Committee	Cr Ramsey Cr Turner	Cr Ramsey Cr Turner

COMMITTEE	COUNCILLOR REPRESENTATIVE	
	November 2021 to December 2022	December 2022 to November 2023
Intercultural Advisory Committee	Cr Abboushi Cr Carli Cr Kesic Cr Turner	Cr Shannon Cr Abboushi Cr Kesic Cr Turner
Interface Councils	Cr Kesic (Cr Ramsey - Substitute)	Cr Carli
LeadWest Committee	Cr Ramsey (Cr Shannon - Proxy)	Cr Ramsey (Cr Kesic - Reserve)
Recreation and Leisure Advisory Committee	Cr Abboushi Cr Carli Cr Turner (Cr Shannon - Proxy)	Cr Turner Cr Abboushi Cr Vandenberg
Mayoral Charity Fund Advisory Committee	Cr Kesic Cr Carli	Cr Carli Cr Shannon
Melbourne Regional Landfill Community Reference Group	Cr Kesic Cr Abboushi	Officer representation on behalf of Council
Melton Indoor Recreation Centre	Cr Ramsey Cr Vandenberg	Discontinued as Council ceased management in December 2022
Melton Weir Development Advisory Committee	All Councillors	Cr Carli Cr Shannon Cr Ramsey Cr Turner Cr Vandenberg (up to 9 Councillors)
Metropolitan Transport Forum	Officer representation	Cr Turner
Metropolitan Waste Management Forum	Cr Turner (Cr Abboushi - Substitute)	Discontinued. Forum ceased operations as of July 2022

Committees

COMMITTEE	COUNCILLOR REPRESENTATIVE	
	November 2021 to December 2022	December 2022 to November 2023
Military Commemoration Investment Advisory Committee (MCIAC)	All Councillors	Discontinued. Events for RSL commemorative days are organised by local RSL's and supported by Council
Municipal Association of Victoria	Cr Majdlik	Cr Majdlik (Cr Carli - Reserve)
Municipal Emergency Management Planning Committee	Cr Ramsey	No Councillor representation required due to legislative change
Municipal Fire Management Planning Committee	Cr Abboushi (Cr Ramsey - Substitute)	No Councillor representation required due to legislative change
National Growth Areas Alliance (NGAA)	Cr Kesic Cr Ramsey Cr Turner	Cr Carli Cr Kesic Cr Turner
Policy Review Panel	Cr Carli Cr Majdlik Cr Deeming Cr Shannon	Cr Carli Cr Shannon Cr Majdlik Cr Vandenberg
Preventing Family Violence Advisory Committee	Cr Carli Cr Ramsey Cr Shannon Cr Turner Cr Vandenberg (up to 9 Councillors)	Cr Carli Cr Shannon Cr Ramsey (up to 9 Councillors)
Reconciliation Advisory Committee	Cr Turner Cr Vandenberg	Cr Carli Cr Vandenberg
Road Safe Westgate	Cr Ramsey	Cr Ramsey (Cr Abboushi - Reserve)

COMMITTEE	COUNCILLOR REPRESENTATIVE	
	November 2021 to December 2022	December 2022 to November 2023
Safe City Advisory Committee	Cr Abboushi Cr Carli Cr Ramsey Cr Shannon Cr Turner Cr Vandenberg	Cr Carli Cr Shannon Cr Abboushi Cr Ramsey
Section 223 Submissions Advisory Committee	All Councillors	Discontinued due to legislative change
Transport Community Reference Group	Cr Carli Cr Abboushi Cr Turner	Discontinued. No longer required as transport engagement is within Council's broader advocacy program
Victorian Local Governance Association	Cr Shannon	Cr Majdlik
Western Highway Action Committee (WHAC)	Cr Deeming	Cr Kesic
Western Melbourne Tourism Board	Cr Shannon	Cr Shannon
Western Region Mayors Forum	Cr Kesic	Cr Carli
West Waters/City of Melton Community Benefit Program	Cr Abboushi Cr Kesic Cr Majdlik	Discontinued as program ceased in 2021
The Willows Historical Park Advisory Committee	Cr Ramsey Cr Shannon Cr Turner Cr Vandenberg	Discontinued. Governed through Council operations
Youth Advisory Committee	Cr Abboushi Cr Vandenberg Cr Majdlik Cr Turner	Cr Abboushi Cr Kesic Cr Turner Cr Vandenberg



Councillors and International Women's Day event guest speaker Alison Burns

Councillor Code of Conduct

The Councillor Code of Conduct was adopted by Council on 8 February 2021 as required by the *Local Government Act 2020* (the Act).

The Code of Conduct contains certain things, chiefly, the prescribed standards of conduct.

Section 139 of the Act requires every council to review and adopt a Councillor Code of Conduct which includes:

- the standards of conduct prescribed by the regulations;
- any provisions prescribed by the regulations;
- provisions addressing any matters prescribed by the regulations;
- any other matters which the Council considers appropriate, other than any other standards of conduct

within four months after a general election (s139(2),(3)).

Outside of an election, a Council may review and amend its Councillor Code of Conduct at any time (s140(1)).

Part 3 of the Code sets out the Key Statutory Provisions covering:

- The Municipal Community
- Overarching Governance Principles
- Role of Council
- Role of a Councillor
- Role of the Mayor.

Part 4 of the Code sets out the Standards of Conduct covering:

- Treatment of others

- Performing the role of Councillor
- Compliance with good governance measures
- Discrediting or misleading Council or public
- Robust political debate.

Part 5 of the Code covers Breaches of Prescribed Standards of Conduct.

- Failure by a Councillor to comply with the prescribed standards of conduct constitutes misconduct for the purposes of the Act. The Act provides for a range of sanctions that may be imposed by an arbiter upon councillors for misconduct
- Failure to comply with the Council's internal arbitration process or failure to comply with a sanction directed by an arbiter amounts to serious misconduct
- Continued or repeated misconduct after an initial finding will also amount to serious misconduct.

Parts 6 and 7 of the Code relate to Councillor Conduct Outside of the Prescribed Standards of Conduct and Breaches of Councillor Conduct Outside of the Prescribed Standards of Conduct respectively.

A Councillor Code of Conduct can relate only to complaints by Council or Councillors against another or other Councillor(s). A complaint made by a member of the public in relation to a breach of the 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 Code of Conduct can be viewed on Council's website: melton.vic.gov.au



Councillors at Djerriwarrh Festival

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 give rise to conflict of interest and describes the actions Councillors must take to disclose a conflict of interest where a conflict arises.

This is supported by Chapter 5 of the Governance Rules, which sets out how disclosures of interest are 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 authorisation. The Council updated its instruments of delegation on the following dates:

- S5 Instrument of Delegation from the Council to the Chief Executive Officer – 27 March 2023

- S6 Instrument of Delegation – Members of Staff – 8 November 2021
- S7 Instrument of Sub-delegation by CEO to Council Staff – 20 August 2021
- S13 Instrument of Delegation of CEOs powers, duties, and functions – 20 August 2021
- S14 Instrument of Delegation by the CEO for VicSmart Applications under the Planning & Environment Act 1987 – 20 August 2021
- S18 Instrument of Sub-Delegation under the Environment Protection Act 2017 – 8 November 2021
- Instrument of Sub-Delegation from CEO to Council staff – Toolern Development – 7 June 2021

Governance Charter

Council represents the broad interests of the community and will implement decisions and follow processes that are informed by good information and 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 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 voluntary 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) (s39(1)(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 8 December 2022, the Remuneration Tribunal made the Allowance payable to Mayors, Deputy Mayors, and Councillors (Victoria) Annual Adjustment Determination 2022, increasing the values of the base allowances by 1.5 per cent , effective from 18 December 2022.

Mayor and Councillors’ allowances for 2022/23

Councillor	Allowance \$
Steven Abboushi	36,862
Lara Carli (Deputy Mayor until 3 November 2022 and Mayor from 3 November 2022)	102,963
Moira Deeming (resigned as a Councillor in December 2022)	11,991
Justine Farrugia (first elected January 2023 following Moira Deeming’s departure from Council)	15,652
Goran Kesic (Mayor until 3 November 2022)	63,730
Kathy Majdlik	36,862
Sophie Ramsey	36,862
Julie Shannon (Deputy Mayor from 3 November 2022)	53,462
Bob Turner	36,862
Ashleigh Vandenberg	36,862

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 meet contemporary standards of probity and community expectations, the Council adopted its latest Councillors and

Delegated Committee Members Resources and Expenses Policy at its 15 March 2021 Council meeting.

The policy governs the appropriate provision of motor vehicles, office equipment, secretarial support, travel expenses, training and seminar expenses, hospitality, and caring allowances. The policy applies to the Mayor, Councillors, and appointed members of delegated committees of Council.

	Conferences, Seminars & Training	Travel Local	Communications	Functions External to Civic Centre	Child Care Expenses	Councillor Allowances	Total
Cr Steven Abboushi	\$550	\$-	\$2,095	\$304	\$-	\$36,862	\$39,841
Cr Lara Carli (Deputy Mayor until 3 November 2022 and Mayor from 3 November 2022)	\$1,956	\$-	\$822	\$442	\$-	\$102,963	\$106,183
Cr Moira Deeming	\$82	\$-	\$1,851	\$-	\$-	\$11,991	\$13,924
Cr Justine Farrugia	\$-	\$-	\$-	\$50	\$-	\$15,652	\$15,702
Cr Goran Kesic (Mayor until 3 November 2022)	\$4,957	\$-	\$822	\$268	\$-	\$63,730	\$69,777
Cr Kathy Majdlik	\$2,442	\$-	\$2,306	\$-	\$-	\$36,862	\$41,610
Cr Sophie Ramsey	\$1,032	\$-	\$1,369	\$644	\$-	\$36,862	\$39,907
Cr Julie Shannon (Deputy Mayor from 3 November 2022)	\$2,229	\$-	\$2,052	\$412	\$-	\$53,462	\$58,155
Cr Bob Turner	\$966	\$-	\$2,386	\$454	\$-	\$36,862	\$40,688
Cr Ashleigh Vandenberg	\$263	\$-	\$1,913	\$408	\$-	\$36,862	\$39,446



Our Community

Community Achievement Awards 2022/23

The Community Achievement Awards (CAA) Program recognises the work of individuals and their contribution to community projects and the community. The CAA Program inspires individual and community pride and strengthens community life in Melton.

Annual award winners are announced and celebrated at a formal awards evening at the end of each year. Winners are also invited to Council's Australia Day Ceremony where they are further celebrated and recognised for their achievement.



Citizen of the Year

Les Chitts

Les has been involved in community work since he was young. He has been a strong influence in the disability field and has given enormously to ensure the City of Melton is inclusive and accessible for people living with a disability. Les has established groups and held board positions with several disability services.

Les has also been a key member of the Melton Lions Club and involved in many of their community fundraising initiatives. He is also a regular Friday night volunteer at The GAP on Graham Inc. youth centre, where he facilitates a range of services and activities for Melton's young people. Les has volunteered for the past three to four years as a driving mentor with the L2P program, assisting underprivileged young people to gain the 120 hours of driving practice they require to attain their Probationary Licence.

Recently, Les joined the Harkness Cemetery Advisory Group, where he is supporting the ongoing development of a new cemetery in Harkness.



Young Citizen of the Year

Shilpa Kumar

Shilpa is a passionate young person, addressing life in a positive manner while overcoming many challenges and embracing her cerebral palsy.

Through her business, *Australian Integrated Marketing and Merchandise Services*, Shilpa provides a platform for other people with disabilities to sell their products, earn an income and boost their morale. They put together hampers for occasions such as Mother's Day, Father's Day, and Valentine's Day and personally delivers them to people in the community who may be going through difficult times.

Shilpa is a role model for many individuals. She advocates publicly for the disability sector and is involved in many local community events.



Disability Access & Inclusion
Leader of the Year

John McVie

John has been an integral part of the Specialist Hoops Basketball program since 2020; an organisation providing a safe, non-judgmental environment for those living with disabilities to participate in sport.

John is always looking for new ways to engage participants and to provide them with the best experience and opportunity to play basketball both on foot and in wheelchairs.

John actively communicates and builds relationships and is always seeking new ways to teach and manage the different situations and challenges individual participants may face.

With fresh ideas to include people living with disabilities in the sport of basketball, John proves that inclusion is possible and no-one gets left behind.



Intercultural Engagement
Leader of the Year

Daphrose Tuyisabe

Daphrose is a proud founding member of the Iteka Youth Organisation and is often seen performing for Club Iteka; a Burundian dance group. Daphrose networks with the wider community to secure events and performances for Club Iteka to share their cultural dance and heritage.

Daphrose is a Year 12 Student leader at Staughton College and has proven to be a fantastic role model to her peers and younger students. She has grasped all opportunities provided to her during her schooling.

Celebrating our local businesses

The City of Melton Business Excellence Awards recognises outstanding business success within the municipality. Celebrating its 15th year, the Awards Program has a range of award categories, including the overall Business of the Year, and the Mayoral Award.

The 2022 Awards evening was held on 25 November at Russo Estate Winery. The winning businesses were recognised in the following categories:

- Award for Adaptability**
Pinarc Disability Support Inc.

Award for Disability Inclusion
NeuroRehab Allied Health Network

Award for Diversity and Inclusion
Learner's Hub – Education Centre
- Award for Innovation and Creativity**
Ready 2 Rock Hospitality

Award for Sustainability
Varcon Group

Award for Customer Excellence
Cat Napping
- Mayoral Achievement Award**
Pro-Gamers

Business of the Year Award
Varcon Group

Celebrating our volunteers

Melton City Council thanks the 76 people who volunteered their time, skills and expertise to assist in Council programs, events and festivals in 2022/23.

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 UNIT	NUMBER OF VOLUNTEERS	VOLUNTEER ROLE
Ageing Well	6	Ambassadors delivered Council's Ageing Well exercise programs.
Food Services	1	Volunteer provided assistances in kitchen and serving of centre-based meals.
Men's Shed	23	Volunteers provided support to Men's Shed projects and groups at both Melton and Taylors Hill Men's Sheds
Neighbourhood House Program	11	Volunteers provided support within the CA&L Centres (Neighbourhood houses).
Social Support	10	Volunteers supported weekly social support programs.
Libraries	3	Volunteers assisted in the English conversation club facilitation (online and in person).
Volunteer Transport	12	Volunteers provided transport for eligible residents of the City of Melton to medical appointments.
Young Communities	10	Volunteers support Young Communities Youth Advisory Committee Group

The City of Melton has wonderful volunteers who support Council services across a number of our departments including Young Communities, Community Activation and Learning, Libraries, and Community Care and Active Living.

During Volunteer Week 2023 we showcased some of these amazing volunteers, what motivates them to volunteer and why they love it, in a short video.



Volunteer celebration event



Sharyn Nagy

Sharyn Nagy has been a volunteer for nine years with Melton City Council's Community Care and Active Living department. During this time Sharon has volunteered as a driver, transporting eligible residents to medical appointments.

For Sharyn, volunteering gives her a sense of purpose and achievement and she has been able to connect with other volunteers who have a shared purpose in giving back to the community. Sharon feels privileged to be volunteering for Council and supporting residents and feels she is able to give back by making someone's day with small acts of kindness and chatter.



Alan Brown

Community Program Volunteer

Alan Brown, a dedicated local resident, is the driving force behind the remarkable program called "5 Minutes to Music" at Fraser Rise Children's & Community Centre. With the recent completion of the centre, Alan identified an opportunity to introduce a community program designed to cater specifically to the needs of local residents and



Comfort Kennedy

Comfort Kennedy is a volunteer with Melton City Council's Youth Advisory Committee and Djerriwarrh Community and Education Services as an Adult Migrant English Program Teacher.

For Comfort, volunteering means participating and giving your time to an organisation or team whose vision and values align to your own. Volunteering has been a rewarding journey that has taught Comfort more about themselves whilst simultaneously having fun and learning more about the wider community, enabling the development of an informed perspective to look at the world moving forward.

During 2022/23, Comfort has enjoyed meeting new people and learning how everyone contributes to their community.

approached Council with his inspiring initiative. Alan's determination and passion as a volunteer has been evident since 2021, as he generously shares his expertise through teaching guitar lessons.

What makes Alan truly exceptional is his unwavering commitment to his students as he believes in the importance of giving back. Even during the challenging times of lockdown, he refused to let the music stop. When the COVID-19 pandemic and subsequent lockdowns affected numerous individuals, leaving them unemployed, isolated, and stressed, Alan felt compelled to bring some positivity to the situation. With remarkable adaptability, Alan continued running his classes online, ensuring aspiring musicians could still pursue their dreams from the safety of their homes.

Alan describes volunteering as experiencing a sense of satisfaction and fulfillment from making a positive impact on the community he calls home. He believes that when individuals contribute to their local community, it becomes richer and benefits from their contributions.



Asende Watende

Congolese Women's Leader battling "Violence against Women"

Asende Watende is a leader of Melton's Congolese community and is working hard to prevent family violence and violence against women.

Asende identified factors contributing to the increasing number of cases of family violence within new and emerging communities and initiated a conversation with the Melton City Council to find ways to address them. The result was a partnership between Melton City Council and African Family Services to run a two-day workshop to build awareness of the prevention of family violence and what support is available for the victims of family violence and violence against women.

Asende organised women from the Congolese Community to attend the event. It was a very informative workshop that was delivered in Swahili and community members said this information will bring significant changes in the way this issue is managed.



Lucy Kravaris

Community Program Volunteer

Lucy Kravaris is a dedicated volunteer who has been actively involved with Stevenson House since 2009. Lucy's passion for sewing led her to join the sewing classes at Stevenson House shortly after relocating to Caroline Springs in 2008. Not only did she enjoy building on her sewing skills and creating various garments, but she also cherished the opportunity to connect with like-minded individuals who shared her enthusiasm for sewing.

In 2014, Lucy and her fellow sewing participants recognised the need for a social craft and sewing group within the centre. Lucy took the initiative and assumed the role of volunteer leader for the group. She took charge of coordinating group members and centre staff, maintaining attendance records, and organising regular outings for the group to attend. Lucy's guidance has been instrumental in fostering a supportive and engaging environment for all members of the craft and sewing group, allowing them to exchange ideas and stay up-to-date with the latest sewing and craft techniques.

In addition to leading the craft group, Lucy also dedicated her time as a volunteer for the walking group from 2016 to 2020. Sadly, this activity had to be suspended due to the COVID-19 pandemic. Nevertheless, Lucy's commitment and enthusiasm remained unwavering.

Today, Lucy continues to lead the craft group at Stevenson House, and actively participates in a yoga class every Monday. Her friendly and professional demeanour makes her a pleasure to work with, and she is always ready to help support other activities hosted at the centre, where possible.



Andrew Makumbe

Member of the African Communities Working Group

Andrew Makumbe is an active member of Council’s African Communities Working Group. Since the inception of the current committee, he has been a great contributor to discussions on the issues and challenges facing the African Communities residing in the City of Melton. He also took the initiative to organise an event to support African communities by connecting them with the various service providers operating in the City of Melton.

The event, titled “Get to Know Your Service Providers” was held in November 2022. Facilitated by the African Communities Working Group, it connected community members from African backgrounds to services that are culturally appropriate and can provide holistic support.

Community Grants

Council recognises and values the important contribution individuals and community groups make to the local community. These organisations are ideally placed to understand local needs and through programs and projects can encourage individual participation resulting in significant benefits for the whole community.

Council provides financial support to community groups through the Community Grants Program, Young Communities Grants Program, and World Environment Day Grants Program.

2022/23 Council Grant Program Categories

Council directly provided community funding through the following program categories:

Community Grants Program

Grant Category	Purpose	Amount Available
Responsive Grants	Financial assistance for projects that provide a timely response to emerging community needs/issues.	Up to \$2,000
Establishment Grants	Supporting establishment costs for new groups.	Up to \$1,500
Semi-Annual Grants	Access to community grants across 2 categories: <ul style="list-style-type: none">Community Project Grants – up to \$10,000Entry-Level Grants – up to \$2,000	Up to \$10,000



Nikki White

Sons and Daughters of the West Volunteer

Local resident Nikki White is a volunteer with the Sons and Daughters of the West program. After taking part in the Daughters of the West program for three years between 2017 and 2019, Nikki loved the program so much she decided to offer her time to support other community members to participate. Nikki kindly volunteers more than six hours every week during the delivery of the program, along with graduation ceremonies. Her wealth of knowledge, enthusiasm and humour ensures each session runs seamlessly and each participant is working to improve their health and wellbeing over the 10-week program.

Resident Achievement Contributions	Recognises achievements and financial sacrifices made by residents participating in leisure and cultural activities at a higher level.	International \$750 Interstate \$500 State \$250
COVID-19 Community Relief and Recovery Fund Program	For COVID-19 related emergency relief services provided by community services and groups to City of Melton residents.	Up to \$7,000

World Environment Day Grants Program

Environmental Grants	For projects with a primary focus on flora and fauna.	Up to \$10,000
Sustainability Grants	For projects with a primary focus on promoting resource efficiency (waste, water, energy), reducing litter, minimising greenhouse gas emissions, or promoting climate change adaptation.	Up to \$10,000

The following tables below provide a summary of the successful allocation of funds across all program areas for the 2022/23 financial year:

Community Grants Program

Grant Category	Number of successful applications	Amount Funded
Semi-Annual Grants	22	\$94,348.92
Responsive Grants & Establishment Grants	19	\$32,808.37
Resident Achievement Contributions	43	\$19,500.00
COVID-19 Relief and Recovery Fund	8	\$42,135.00
The Club Caroline Springs Grants (Externally funded)	6	\$34,823.00
HRV/Tabcorp Park Grants (Externally funded)	8	\$40,695.05
TOTAL Community Grants Program		\$264,310.34

World Environment Day Grants Program

Environmental Grants	2	\$8,700.00
Sustainability Grants	0	\$0
TOTAL Environment Grants Program		\$8,700.00



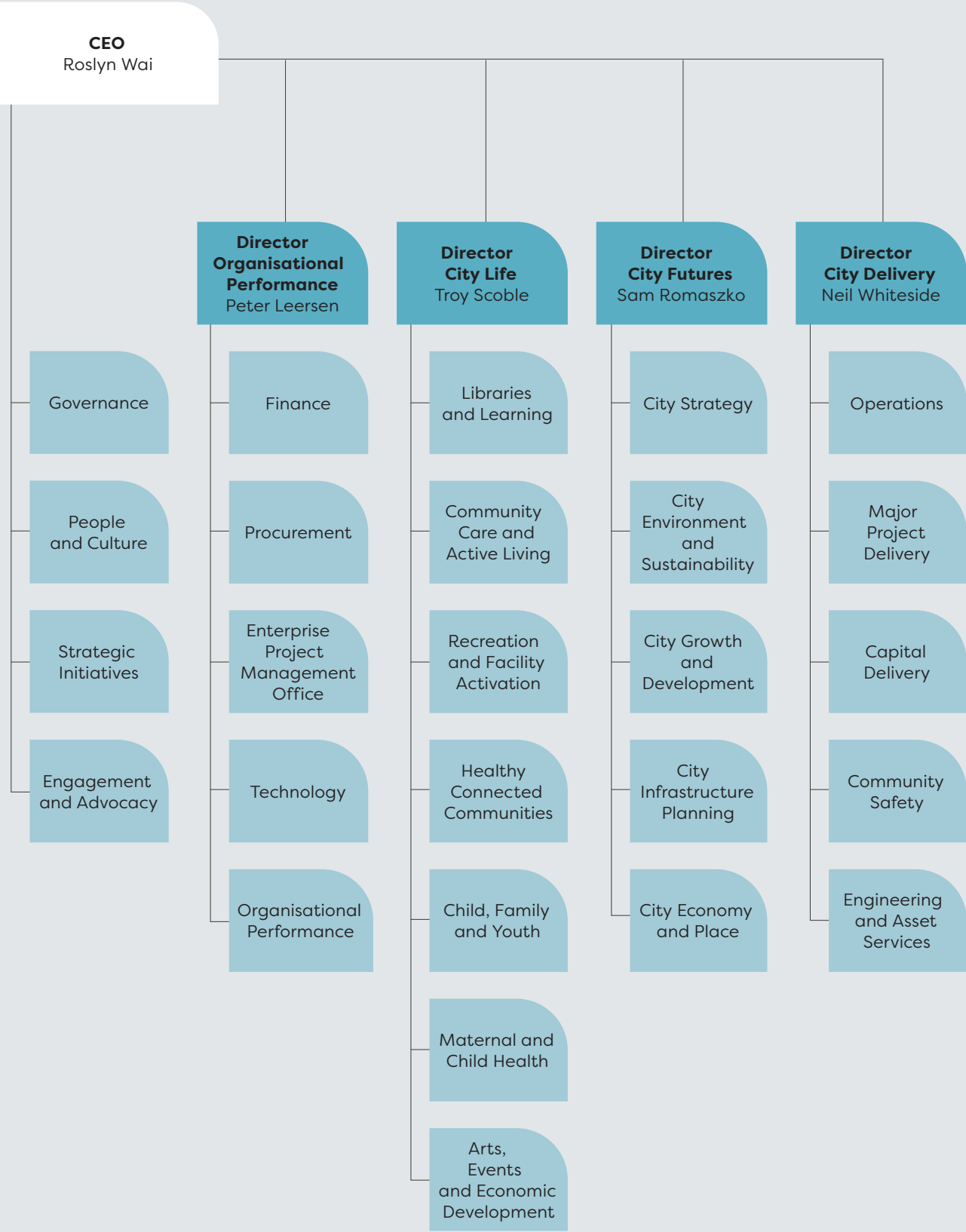
Community grants recipients with Councillors



Our People

Organisational Structure

During 2022/23 our workplace changed to a new organisational structure to support our ability to deliver our Council and Wellbeing Plan for current and future generations.



Employee information

Employee Breakdown 1 July 2022 to 30 June 2023

		Office of the CEO	Organisational Performance	City Life	City Futures	City Delivery	Total
Full Time	Male	8	28	33	52	62	183
	Female	35	42	119	28	50	274
Part Time	Male	0	1	12	3	20	36
	Female	18	6	154	9	67	254
Casuals	Male	0	0	7	1	6	14
	Female	1	0	60	0	21	82
Total		62	77	385	93	226	843

Employment by Remuneration Classification

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Nurses	Senior Officers	Total
Male	24	2	14	13	40	55	42	24	0	18	232
Female	82	14	59	129	100	87	31	26	67	16	611



Melton City Council staff at Star Awards event

Workforce Diversity and Inclusion

Council aims to create a high-performing workforce to serve our community. Diversity in our workforce means a broad range of perspectives are considered to inform decision-making, with improved outcomes for our community. This is achieved by proactively seeking a diverse candidate pool and by using innovative attraction and selection methods. Our new Enterprise Agreement includes initiatives that will support the attraction and retention of a diverse workforce.

Council’s onboarding program for all staff sets a strong platform of expectations starting with our Values: Motivate, Empower, Lead, Trust, Open and Nurture (MELTON) awareness of anti-discrimination and prevention of bullying and harassment.

Recruitment practices are continually reviewed to include adjustments and introduce more flexible selection processes to recruit to roles, including suitable adjustments for protected attributes. This ensures greater reach and opportunity using social media and other promotion of jobs to our local community and candidates. For example, the introduction of information sessions, group interviews and case study-based interviews have allowed candidates to display their skill set in a different way from the normal panel interview format. Unconscious bias training was completed by staff and is now embedded as part of onboarding for new staff.

Enterprise Bargaining Agreement

Negotiations continued in 2022/23 with a bargaining committee comprising employee, union, and management representatives. The Agreement was consolidated to streamline and simplify aspects and language, making it easier to use and understand. Staff at Melton City Council voted yes for the Melton City Council Enterprise Bargaining Agreement No 10 2022 in June 2023.

Professional Development

A variety of professional development opportunities are offered to staff via the Corporate Training Calendar. This framework is delivered by People & Culture and provides access to a range of workshops in areas such as business, communication, systems training and personal development. A range of offerings were provided focusing on women’s professional and leadership development. During the financial year 61 professional development courses were offered.

Leadership Development Program

Council offers comprehensive training opportunities to all leaders and staff who aspire to lead. Council partnered with Swinburne University to deliver *Empowering Women in the Workplace*. We partnered again with Swinburne University to deliver *New Supervisor Training*, a two-day face-to-face training program for new leaders to develop leadership skills including self-awareness, communication, team supervision and practical tools for effective leadership. Emerging Leaders – Kickstart to Leadership, Building a High Performing Team Culture and Setting Direction for your Team were also delivered in 2022/23. Council's Senior Leadership Team worked with Leading Teams to develop leadership and performance capability.

Reward and Recognition Program

The Reward and Recognition framework forms part of our employee value proposition and focuses on both staff and leadership-driven recognition. The annual Star awards were held in December 2023. This included length of service awards which were announced and distributed at the event. New Star awards categories for individuals and teams were introduced as part of the Star Awards program refresh where six teams and 12 individual staff members received a Star Award and 102 staff received a length of service award.

Prevention of violence against women/gender equity strategy

Council provides a Family Violence policy and procedure to support staff who have experienced family violence. Council also focuses on preventing family violence through its Equality and Respect 2030: A Strategy to prevent violence against women by promoting gender equity in the City of Melton. Council is demonstrating leadership by recognising gender inequality as the root cause of violence against women and has committed to working towards a gender equitable, safe, and inclusive community and workplace. This year focused heavily on completion of actions within the Gender Equality Action Plan (GEAP). Our GEAP focused on equity in employment processes including recruitment and promotion, language and building employee awareness around the effects of violence and unconscious bias. Council engaged GenderWorks to deliver training with a focus on promoting gender equity, understanding the prevention of violence against women and building active bystander capabilities.

Within our new Enterprise Bargaining Agreement, further entitlements have been made available to staff including superannuation payments on Parental Leave, additional superannuation for women over 45 and strengthened individual flexibility for staff.

Occupational Health and Safety, Workplace Health and Wellbeing, Injury Management/Return to Work and Enterprise Risk Management

Occupational Health and Safety (OHS)

Council's OHS Management System undertook many successful compliance activities throughout the year to enhance our OHS Management System and improve health and wellbeing outcomes for our workforce. These activities included:

- Completing an OHS Management System gap analysis
- Updated OHS accountability in staff position descriptions
- Delivery of OHS compliance training programs
- Health monitoring activities for staff.

As a part of Enterprise Bargaining, the Committee worked to ensure that the Occupational Health and Safety clause was updated and reflected Council's commitment to minimise the impact of workplace injury and illness, support employee wellbeing and contribute to a robust safety culture. Through bargaining, Council committed to expand the regular monitoring of the health status of employees in high-risk work areas to support wellbeing including hearing tests and skin checks.

Throughout the year there has been an increased focus on empowering employees to take responsibility for their own health and wellbeing with a focus on information and knowledge sharing. Council continues to adjust its systems of work to ensure it remains compliant with legislative obligations.

Workplace Health and Wellbeing

Council was also able to transition employees back into work safely and promote flexible work arrangements to support our workforce with work/life balance.

Council offered a range of services to support the mental health of its workforce. This includes the offering of Employee Assistance Program (EAP) as well as a program of wellbeing courses offered to staff, including:

- From burnout to balance
- Switching on your growth mindset
- Recharge your batteries
- Leading for mental health and wellbeing
- Resilience and recovery

Injury Management/Return to Work

Council is committed to supporting those who are ill or injured by providing clear pathways to support a successful and sustainable recovery.

Currently, Council has six active Workcover claims for current employees, and is managing several cases under the Early Intervention Program and a program for non-work-related ailments.

Enterprise Risk Management

This report provides an overview of the Council's progress in implementing its Enterprise Risk Management Plan. Council has successfully implemented a new online Risk Register tool to record and manage strategic, operational and project risks. This tool provides a centralised platform for capturing and monitoring risks, enabling efficient tracking and reporting. Furthermore, the online module facilitates the completion of risk assessments, enhancing the risk management process across Council. Council has successfully incorporated risk assessments into its organisational culture, conducting numerous assessments across multiple business units throughout the year.

Council's leadership actively participated in two Risk Management workshops facilitated by JLT and Protecht Group. These workshops provided valuable insights into best practice, industry trends and emerging risks. The engagement of Council's leadership in these workshops demonstrates their commitment to effective risk management and their efforts to stay updated with the latest risk management approaches.

Council has made significant progress in strengthening its fraud and corruption control measures. As part of this effort, 85 per cent of Council staff completed the Fraud and Corruption Control online training.

The Risk Management Committee has been instrumental in overseeing the implementation of the ERM plan. This proactive approach ensures that risk management remains aligned with Council's objectives and challenges. To further enhance Council's risk management capabilities, the committee plans to include a comprehensive review of Council's strategic and corporate risk profile.



Our Performance

Our Performance

Council is committed to transparent reporting and accountability to the community. The Report of Operations 2022/23 is the primary means of informing the 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:

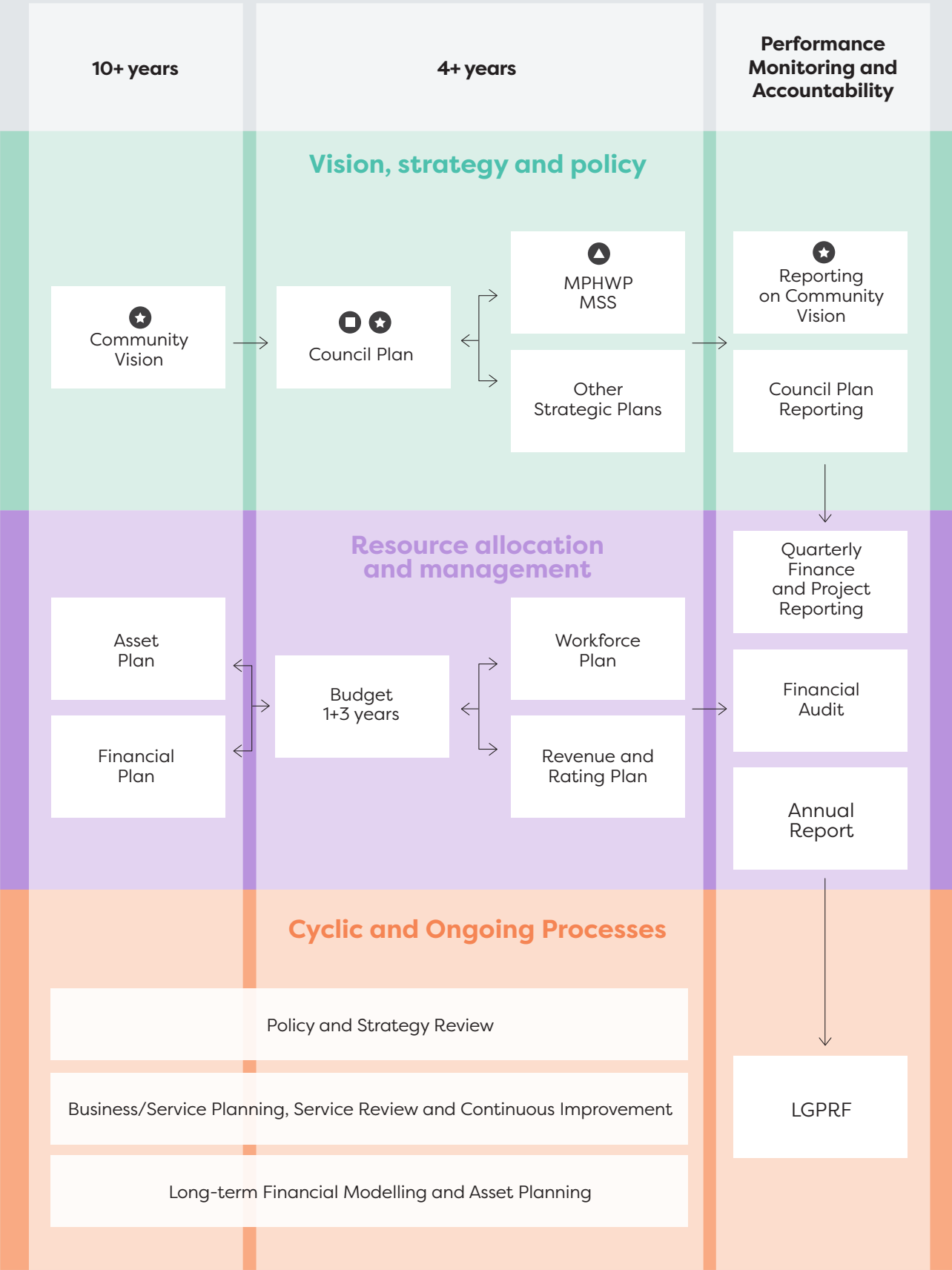
A workforce plan (including projected staffing requirements for at least four years).



Carols 2022

Accountability Framework

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.



Description of Operations

Melton City Council is responsible for more than 100 services. These include family and children's services, traffic regulation, 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, 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 Outcomes	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 a 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 2022/23 year has been reported against each Council and Wellbeing Plan theme, desired 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

An annual Action Plan documents key activities and initiatives. Progress reports are prepared quarterly and published on Council's website. The report provides commentary on achievements, progress and explanations for delays and postponements.

The table below details progress against the actions in 2022/23.

A copy of this report can be found on Council's website.

The 2022/23 year represents the second year of the Council and Wellbeing Plan 2021-2025. Any strategic actions not complete will be carried over to the 2023/24 Council Annual Action Plan.

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 2022/23 budget
- Significant achievements for the year
- Information in relation to services funded in the 2022/23 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 

Status		Symbol	Number of Actions
Achieved	The Action has been achieved for the year.		42
On Track	The Action is on track and expected to be completed by the designated timeline.		16
Not on Track	The Action has been delayed impacting on the designated timeline. An explanation, any remedial action and revised due date, where appropriate, will be provided in the 'Year to Date Comments' column.		1
Postponed	The Action has been deferred for the financial year. An explanation will be provided in the 'Year to Date Comments' column.		0
TOTAL			59

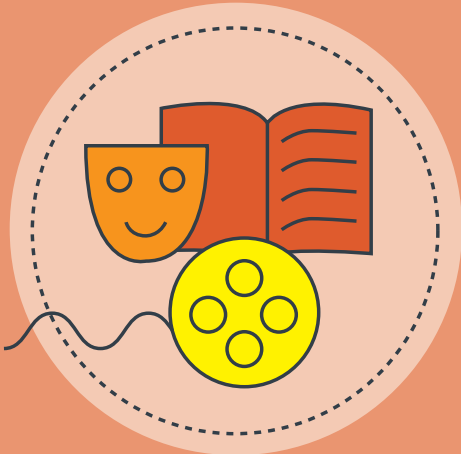
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Theme one

A safe City that is socially
and culturally connected

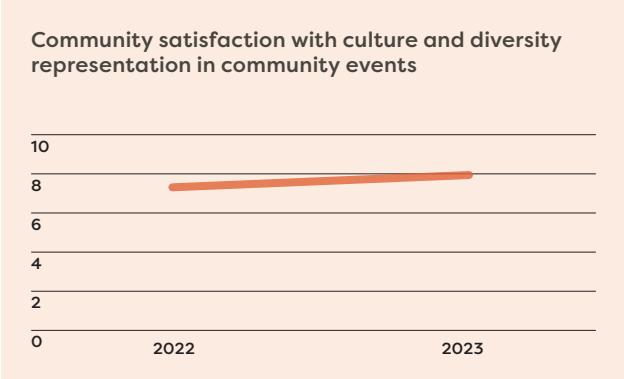
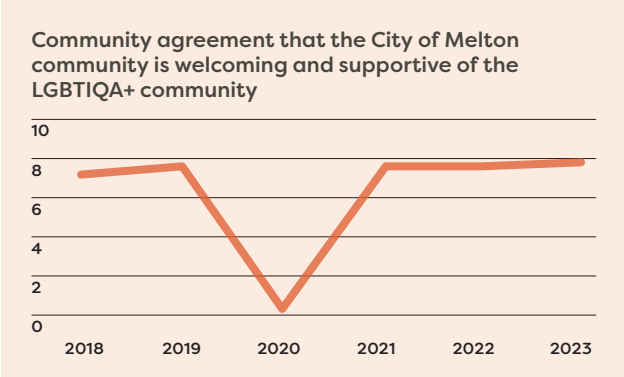
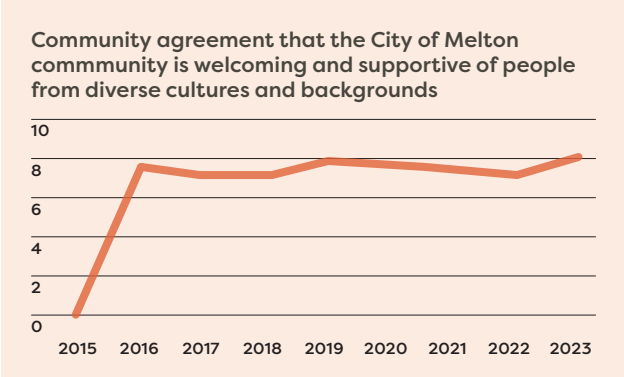
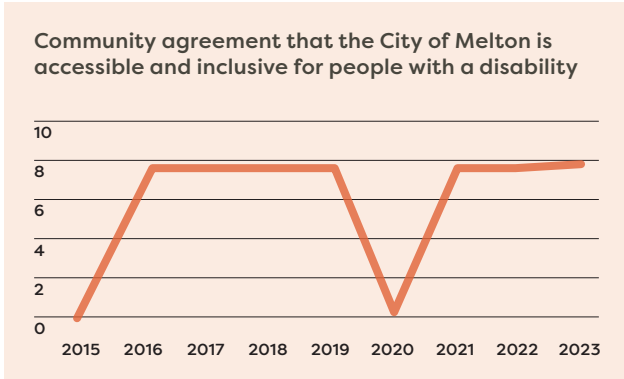
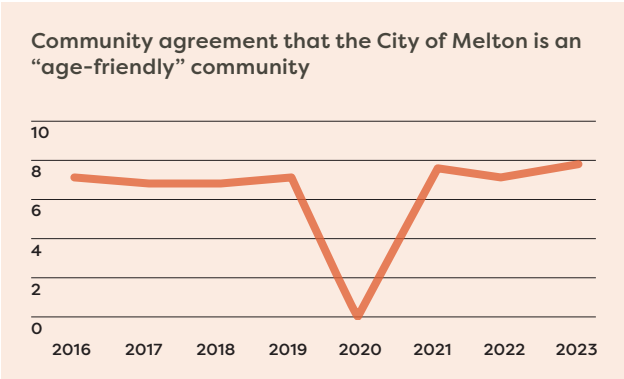
**Strategic Outcome: A diverse, equitable,
safe and connected City that people are
proud to be part of**



OBJECTIVE: 1.1

A community that celebrates diversity and is inclusive of all ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community agreement that the City of Melton is an age-friendly community ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	Not asked	7.56	7.31	7.8	There has been significant increase in the level of agreement with this indicator compared to previous years. Council will continue to review its programs, services and events to ensure it provides a high-quality services to all ages.
Community agreement that the City of Melton is accessible and inclusive for people with a disability ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	Not asked	7.38	7.42	7.7	There has been improvement over previous years, with the 2022/23 result being in the very good range. Council will continue to review its programs, services and events to ensure it provides a high-quality service to people living with a disability.
Community agreement that the City of Melton community is welcoming and supportive of people from diverse cultures and backgrounds ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	7.91	7.72	7.69	8	The 2023 result shows a marginal increase over previous years. It indicates the community strongly agrees that Melton welcomes and supports everyone.
Community agreement that the City of Melton is welcoming and supportive of the LGBTIQA+ community ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	Not asked	7.51	7.5	7.7	The 2023 result shows a continuation of an upwards trend since 2019. The result indicates the community agrees with the statement.
Community satisfaction with culture and diversity representation in community events ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	7.33	7.8	7.37	7.9	There has been an increase in the level of agreement with this indicator compared to previous years. The result is in the very good range.



NB: “Community agreement that the City of Melton is accessible and inclusive for people with a disability” was not surveyed in 2020.

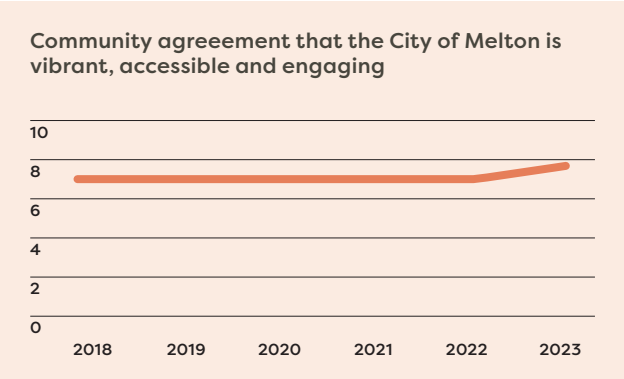
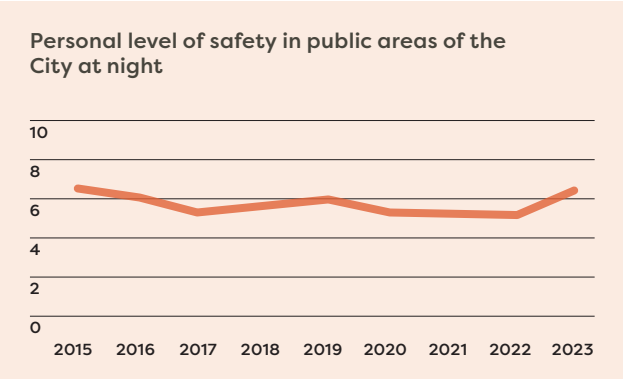
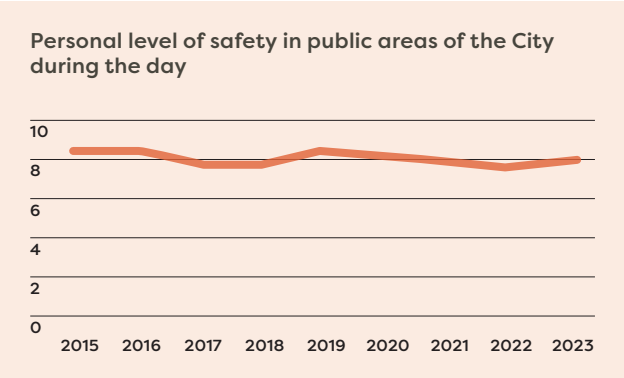
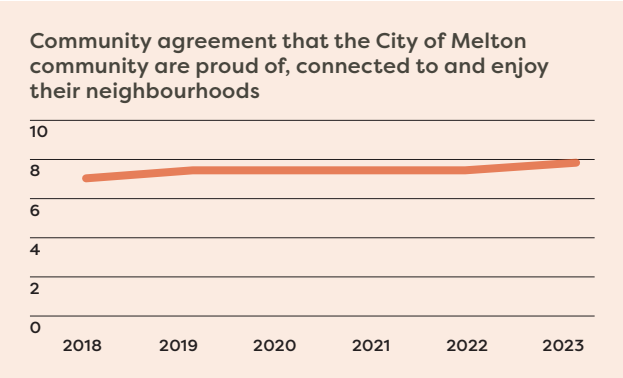
NB: “Age-friendly, Accessible and inclusive for people with a disability and “Welcome and supportive of the LGBTIQ+ community” indicators were not surveyed in 2020.

NB: “Community satisfaction with culture and diversity representation in community events was first surveyed in 2022.

OBJECTIVE: 1.2

A safe community where people feel proud to live ♥

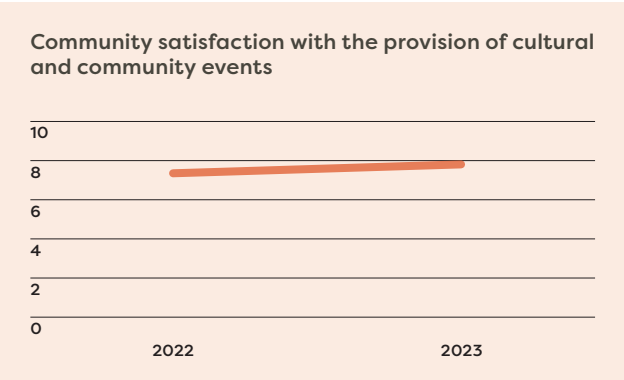
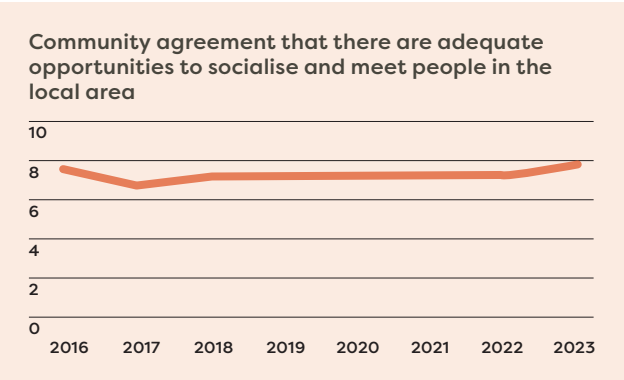
STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community agreement that the City of Melton community are proud of, connected to and enjoy their neighbourhoods ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	7.35	7.23	7.22	7.7	The 2023 result shows an increase in satisfaction on this indicator following a decline since 2020. This indicates that the City of Melton community is generally proud of, feels connected to and enjoys local neighbourhoods. It also supports the previous suggestion regarding hesitancy to re-engage locally during the COVID-19 pandemic and speaks to a growing connection as we return to pre-pandemic ways of living.
Personal level of safety in public areas of the City of Melton during the day ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	7.81	7.75	7.59	8.0	The 2023 result ends the downward trend relating to perceptions of safety during the day and is the highest rating for this indicator since 2016 (8.33). 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 ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	5.68	5.73	5.54	6.6	The 2023 result is the highest rating for this indicator since 2015 (6.79). The result indicates that generally, the community feel safe during the night. However, it is noted that this rating is lower than the perceptions of safety indicators during the day, which demonstrates ongoing opportunities to improve safety at night.
Community agreement that the City of Melton is vibrant, accessible and engaging ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	7.09	7.12	7.09	7.6	The 2023 result continues the high level of agreement (apart from a very small dip in 2020) that Melton is vibrant, accessible and engaging.



OBJECTIVE: 1.3

Local neighbourhoods are socially and culturally connected ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community agreement that there are adequate opportunities to socialise and meet people in the local area ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	6.94	7.03	7.02	7.6	The 2023 result is a significant increase from recent years, indicating that the community strongly agrees that there are adequate opportunities to socialise and meet people in the local area.
Community satisfaction with the provision of cultural and community events ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	7.33	7.68	7.34	7.9	The result for this indicator is comparable to that of previous years. The results continue to be in the very good range.

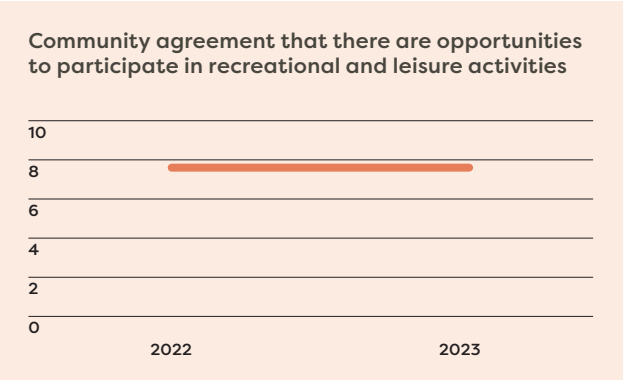
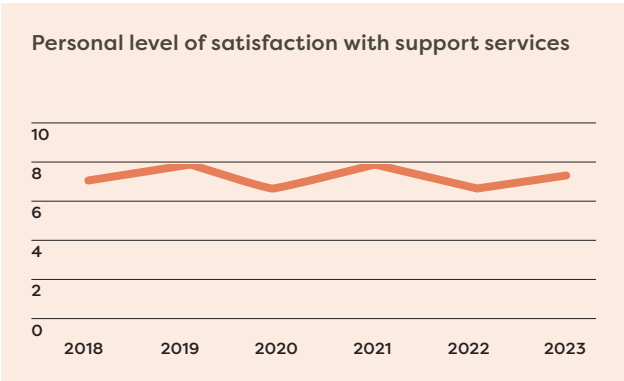


NB: "Community satisfaction with the provision of cultural and community events was first surveyed in 2022.

OBJECTIVE: 1.4

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

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community perception that family violence is prevalent in our community ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	19.4% agree	29.4% agree	28.6% agree	No result available	This year's Melton Community Satisfaction Survey did not include a question related to this indicator.
Personal level of satisfaction with support services ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	7.32	7.84	6.64	7.1	The 2023 result sees a significant increase in the personal level of satisfaction with support services compared to the 2022 results. This is a return to levels consistent with previous results.
Community agreement that there are opportunities to participate in recreational and leisure activities ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	New Indicator for 2021/22	New Indicator for 2021/22	7.42	7.34	The 2023 result has improved marginally compared to the previous year. It indicates community agreement that there are opportunities to participate in recreational and leisure activities is "very good".

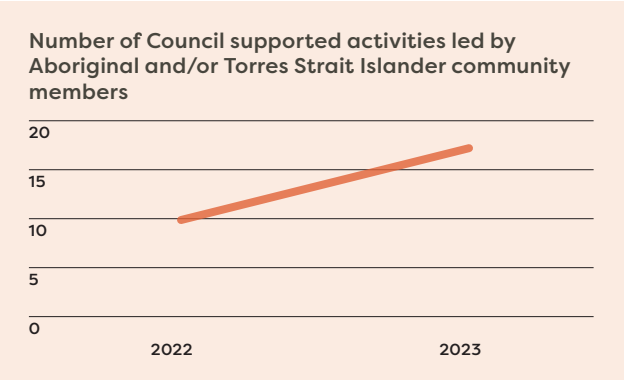


NB: "Community agreement that there are opportunities to participate in recreational and leisure activities was first surveyed in 2022.

OBJECTIVE: 1.5

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

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Number of Council supported activities led by Aboriginal and/or Torres Strait Islander community members ♥ <small>(The number of Council supported activities led by Aboriginal and/or Torres Strait Islander community members)</small>	New Indicator for 2021/22	New Indicator for 2021/22	10	18	Council supported activities included: <ul style="list-style-type: none">Inclusive on Community Engagement Day - 26 November 2022RAC meeting - 7 December 2022 and 7 March 2023Aboriginal Community Hub scoping report yarn - 22 December 2022 and 9 January 2023Two yarning circles led by Josh Carter - 16 November 2022 Truth telling training sessions x 2 - June 2023, Sorry Day event - 22 May 2023NAIDOC planning sessions x 4Welcome Baby to Country planning support x 4.
Consultations completed with Aboriginal Traditional Owners ♥ <small>(The number of consultations between Council and Aboriginal Traditional Owners)</small>	New Indicator for 2021/22	New Indicator for 2021/22	7	21	This number reflects a formal consultation undertaken by Community Capacity and 19 Cultural Heritage Management Plans in 2022-23. Consultations related to Reconciliation Action Plan development, seeking Aboriginal name suggestions for places of significance and projects, consultations related to community and recognition events, consultations related to Melton Cemetery project, open space and facility projects, engagement with Wurundjeri regarding Cultural Heritage Management Plans, meeting with Wadawurrung Traditional Owners Aboriginal Corporation to discuss a recent VCAT decision.



NB: "Number of Council supported activities led by Aboriginal and/or Torres Strait Islander community members" data was first collected in 2022.

NB: "Consultations completed with Aboriginal Traditional Owners" data was first collected in 2022.

The following statement reviews the progress of Council in relation to the major initiatives identified in the 2022/23 budget for the year.

MAJOR INITIATIVES	PROGRESS	COMMENTS
Design allocation for a multi-purpose community centre at Mt Atkinson East Community Hub including community rooms and additional facilities to cater for childcare and maternal child health.	COMPLETED	Project was completed in December 2022 and kindergarten classes commenced in term 1 2023.
Construction of a new pavilion and associated infrastructure at Melton Recreation Reserve Pavilion, Melton.	IN PROGRESS	Design of the new pavilion has been completed and a commercial builder has been appointed. Construction will commence in late 2023 for completion in mid-2024.
Construction of a rugby pavilion (4 change rooms, social space and supporting amenities) and carparking at Macpherson Park, Toolern Vale Redevelopment - Stage 3.	IN PROGRESS	Concept designs for the rugby pitches has been completed and an ecological assessment has been conducted.

Achievements for the Year

- Thornhill Park Children's and Community Centre: Council has delivered a children's and community hub with four state-of-the-art, 33-place kindergarten rooms, multi-purpose community spaces, maternal child health suites, a family room, a breastfeeding space, and additional professional consulting and office suites
- Mt Atkinson Children's and Community Centre: Council has delivered a children's and community hub with four state-of-the-art, 33-place kindergarten rooms, multi-purpose community spaces, maternal child health suites, a family room, a breastfeeding space, and additional professional consulting and office suites
- The 2022 Melton Lifelong Learning Festival ran from 3 - 10 September 2022 with more than 1,000 community members attending 40 free events
- A total of 117 community members graduated from the Sons and Daughters of the West Programs
- Delivered 551 community programs for all ages and abilities, with 17,075 community participants
- Harmony Day, IDAHOBIT, Refugee Week, Curious about Culture, Afghan Community Profile and Know Your City Orientation events were successfully delivered
- Delivered Phase four of the Local Partnership Grant Project supporting local communities from diverse backgrounds with health and wellbeing messaging and support during the COVID-19 pandemic.
- Delivered the 'Your Career Your Way' community program, a collaborative effort between Melton City Libraries and Vic Uni's Skills and Jobs Centre
- The City of Melton Cricket Strategy, City of Melton Football (Australian rules) Strategy and Rugby in the City of Melton Strategy Paper were completed and presented to Council
- Facilitated an Inclusive Recruitment Workshop to local businesses
- Delivered the Free From Violence Project and Engaging Dads training in partnership with local communities
- A total of 4,047 new citizens were welcomed to the City of Melton during the 2022/23 year
- Council partnered with the local community football leagues and associations to form the Aintree (Australian rules) Football Club
- Council officers engaged with Sport and Recreation Victoria to implement a Fair Access Policy for Women and Girls using community sporting facilities.

The following statement provides information in relation to the services funded in the 2022/23 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.	\$366 \$1,146 \$780
Child, Family and Youth	Provision of services for children 0-25 years and their families. Programs include child care services, kindergarten enrolment, playgroup and children's programs, family parenting programs, preschool field officer program, 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.	\$2,607 \$3,759 \$1,152
Community & Active Living	Provision of services and programs for older people, people with a disability and their carers including delivered and centre-based meals, personal care, domestic assistance, community transport property maintenance, community and centre-based respite and Men's Shed. Includes provision of Integrated Family Support Services and Housing Services that provide homelessness support services and manages Council's affordable housing properties. The service area also facilitates Council's Disability Advisory and Youth Advisory Committees.	\$2,113 \$2,566 \$453
Recreation & Community Activation	Plans and manages the provision of all community sport, recreation and leisure (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.	\$2,819 \$2,772 (\$47)
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 (civic and community) program.	\$4,549 \$4,871 \$322
Maternal & Child Health	Provision of all Maternal Child Health Services and programs including Universal and Enhanced MCH services, parental education support services and programs.	\$2,737 \$3,979 \$1,242

The following statement provides 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 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	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	1.19 days	4.08 days	5.94 days	8.25 days	The average number of days to action animal requests has increased by 6.39% over the past six months. This can be attributed to a staff member going on extended leave (nine months) who had the majority of these tasks within their own task list not being actioned. These tasks were subsequently redirected to current staff within the team. Due to this increased workload, tasks are being actioned immediately however there is a delay in staff updating the system as required to accurately reflect the response. It is anticipated that we will again achieve our desired outcome within the next six-month reporting period.
Service standard AM2 Animals reclaimed [Number of animals reclaimed/ Number of animals collected] x100	33.52%	36.6%	40.87%	34.95%	A decrease in the reclaiming of animals was due to an increase in surrendered animals (owner relinquishing the care and responsibility of animals to Melton City Council) and a slight increase in cat (excluding feral) impounds. Economic concerns in the community are also playing a part in this decrease.
Service standard AM5 Animals rehomed [Number of animals rehomed/ Number of animals collected] x100	3.58%	39.04%	49.3%	49.29%	This year's rehoming rates were proportional to last year. Although faced with multiple separate disease outbreaks of feline panleukopenia virus (parvo) coming from the impound of cats (excluding feral) within the community, our team managed to successfully rehome a significant percentage of animals through adoptions and a dedicated network of rescue organisations.
Service cost AM6 Cost of animal management service per population [Direct cost of the animal management service/ Municipal population]	85.71%	100%	100%	100%	There were 24 matters sent for prosecution with all resulting in prosecutions against the owners of the offending animals.
Health and safety AM7 Animal management prosecutions Number of successful animal management prosecutions/ Number of animal management prosecutions]	\$7.65	\$6.85	\$6.96	\$8.22	Results of full year are marginally higher than previous years. An increase in staff wages, costs associated with our facility redevelopment, environmental strain and cost of supplies have resulted in an increased cost this year.

Service indicator measure	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	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]	0.97 days	1.96 days	1.67 days	2.11 days	Council response time has increased marginally compared to previous years due to an increase in workload and staff shortages.
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 Food Act 1984/Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	90.77%	63.8%	54.04%	50.73%	An increase in the number of Public Health and Wellbeing Act complaints, increased workload and staff shortages have all had a significant impact on the service.
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 Food Act 1984]	\$509.26	\$353.86	\$326.61	\$257.44	Council experienced a significant increase in the number of new food premises registered this year compared to the previous year, due to the significant growth in the municipality. This has decreased the cost per premises. Process improvements and efficiencies have also resulted in lower costs per premises, and we were able to absorb the costs.
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	0	0	1	0	No notification received to the end of June 2023.
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	100.69%	101.17%	101.41%	101.10%	Expenditure is consistent with the 2021 and 2022 results. Ongoing staff vacancies had an impact overall expenditure and contributed to the marginal decrease compared to those years.

Service indicator measure	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	MATERIAL VARIATIONS
Service cost MC3 Cost of MCH Service [Cost of the MCH service/ Hours worked by MCH nurses]	\$81.83	\$84.22	\$82.87	\$82.31	<p>The unit cost of the service is consistent with previous years, with only a small reduction compared to those years. This year has been a challenge for the Maternal and Child Health Service, with a significant reduction in nursing staff in line with shortages across the state.</p> <p>This reduction has been somewhat offset by a small increase in service hours being provided with a return to face-to-face appointments for some age groups as we come out of the pandemic, and casual staff being employed to meet some demand on Saturdays. The cost of employing casuals is significantly higher than permanent staffing.</p>
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	64.86%	62.66%	55.98%	52.80%	The decrease in participation is a direct result of increased birth rates combined with a shortage of MCH Nurses, which has resulted in a shift to a prioritised MCH service for infants from birth to 12 months, Aboriginal and Torres Strait Islander children and vulnerable families.
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	70.63%	71.07%	64.03%	80.04%	MCH has implemented new strategies to engage with Melton City's Aboriginal and Torres Strait Islander families which has yielded an increase in participation for this group.
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	97.06%	93.51%	97.57%	94.54%	MCH has worked hard to engage and service the birth to 4-month cohort, however, shortages in nursing staff has had an impact on capacity.

Theme two

A vibrant and healthy natural
and built environment

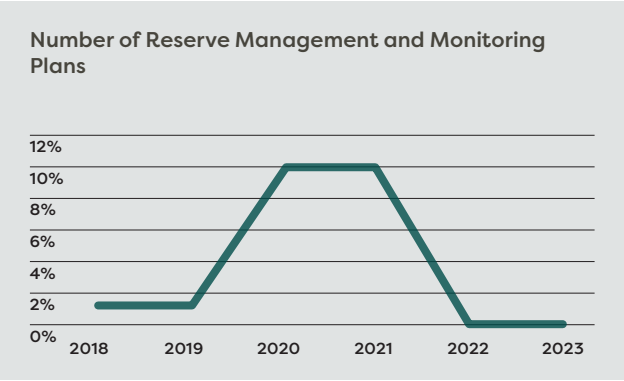
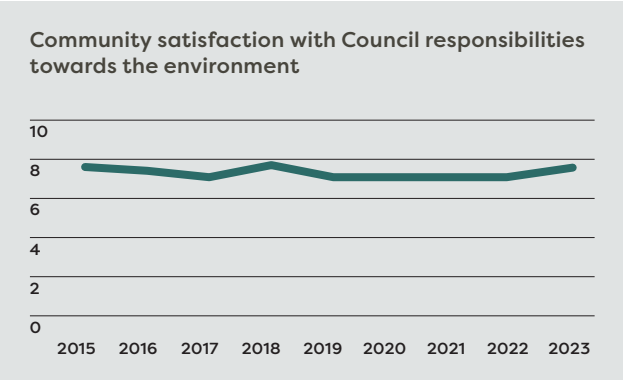
A City that protects and enhances its natural
environment for future generations



OBJECTIVE: 2.1

A City with healthy waterways, biodiversity, and ecosystems ♥

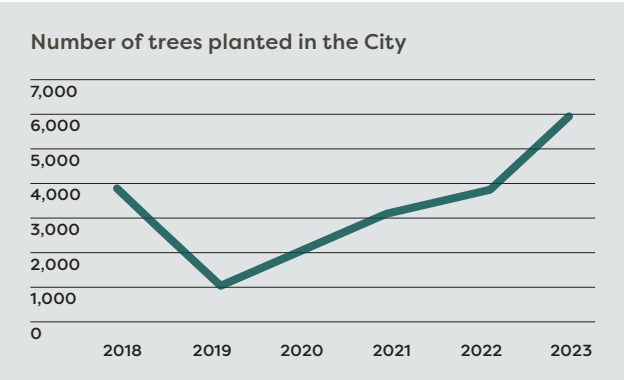
STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community satisfaction with Council responsibilities towards the environment <small>Source: Metropolis Community Satisfaction Survey</small>	7.17%	7.07%	7.05%	7.50%	2023 saw an increase in community satisfaction with Council's responsibilities towards the environment. This increase follows three successive years of decline, and the number exceeds the 2020 satisfaction rating.
Number of Reserve Management and Monitoring Plans <small>(Numerator – Council managed conservation reserves with Reserve Management and Monitoring Plans) Denominator – Total number of Council managed conservation reserves X 100</small>	10%	10%	0%	0%	The Reserve Management Plan for Mt Cottrell was held over to due to heavy statutory referral workload and reduced environmental planning staff availability. By the end of 2023 we will review the scope to include both environment and cultural heritage objectives, and plan for traditional owner consultation.



OBJECTIVE: 2.2

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

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Resource efficiency of Council buildings <small>(Total energy consumption (MJ) per sqm floor area (MJ/m2) (total Council buildings in m2))</small>	New Indicator for 2021/22	New Indicator for 2021/22	Data was not captured this year	Data was not captured this year	Floor area for our largest community facilities has been calculated. Utility data to complete analysis is not currently available for 2022/23 Financial Year. This will be reported in the 2023/24 mid-year report.
Number of trees planted in the City ♥ <small>(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)</small>	2,000	3,000	3,500	6,000	The new maintenance contract stipulates 4,100 trees be planted, contributing to an upwards trend in overall delivery for this financial year.

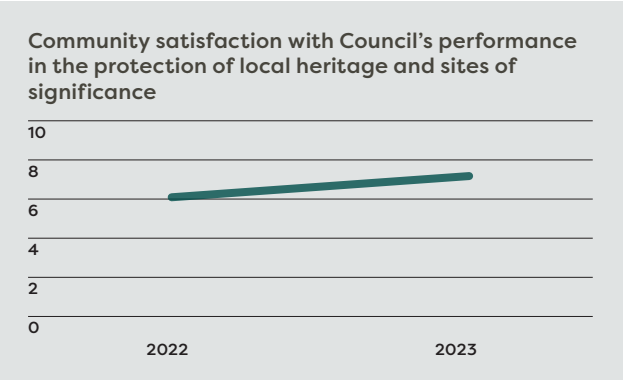
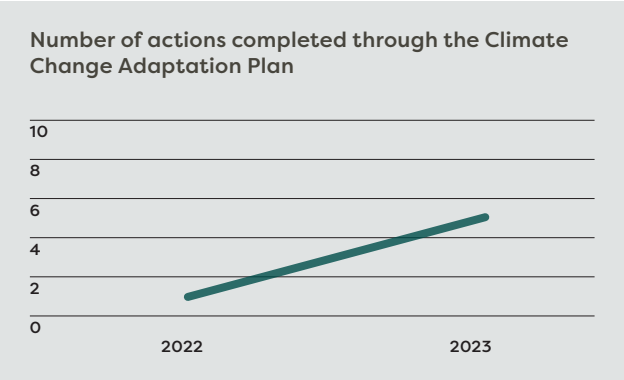
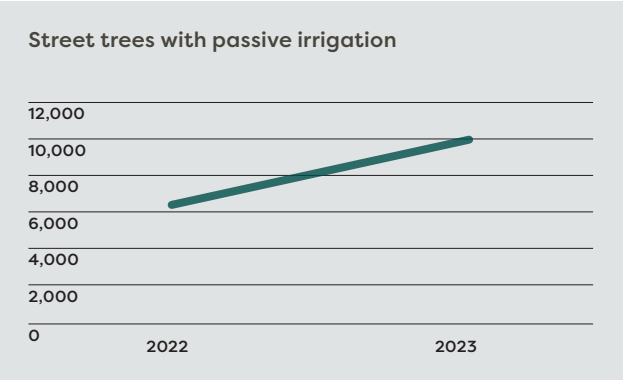


NB: Utility data for “Resource efficiency of Council buildings” has not yet been received.

OBJECTIVE: 2.3

A City growing and developing sustainably ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Street trees with passive irrigation <small>(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])</small>	New Indicator for 2021/22	New Indicator for 2021/22	6,792	9,874	New plantings in residential developments include the provision of passive irrigation as standard. This resulted in the provision of an additional 1,972 passive irrigation inlets since the 2023 mid-year report or a total of 3,082 during the financial year.
Number of actions completed through the Climate Change Adaptation Plan ♥ <small>(The number of actions for 2022/23 from the Climate Change Adaptation Plan that have been completed divided by the number planned for completion x 100)</small>	New Indicator for 2021/22	New Indicator for 2021/22	1	5	Council appointed a MERI Officer (MERI stands for monitoring, evaluating, reporting, improvement) in June 2023. Previously there was no staff resource to collect and report on these actions. The MERI Officer will complete a full review of all action items from Council's environmental plans.
Community satisfaction with Council's performance in the protection of local heritage and sites of significance <small>Source: Metropolis Community Satisfaction Survey</small>	7.24	7.24	6.92	7.54	The 2022/23 result is a significant improvement on the prior year's results and is now in the good range. The result is reflective of additional work Council has undertaken to promote and protect local heritage sites of significance.

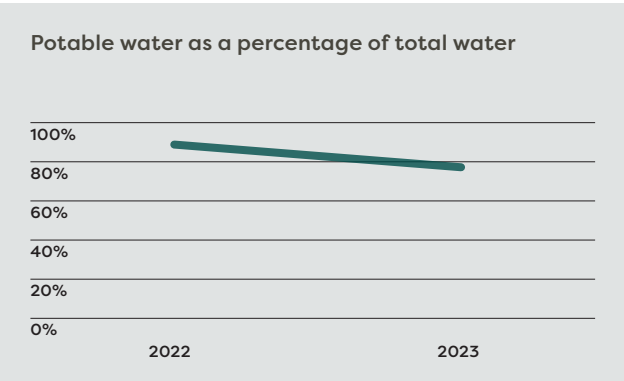
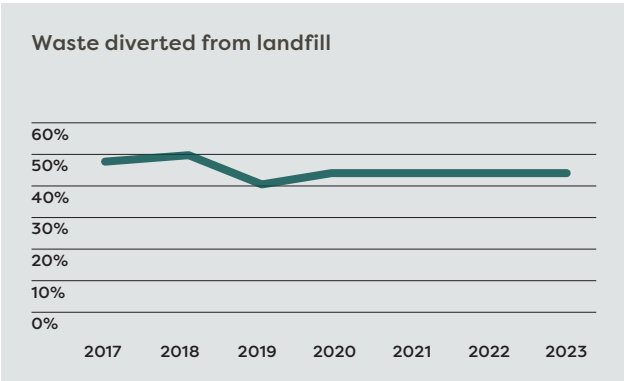
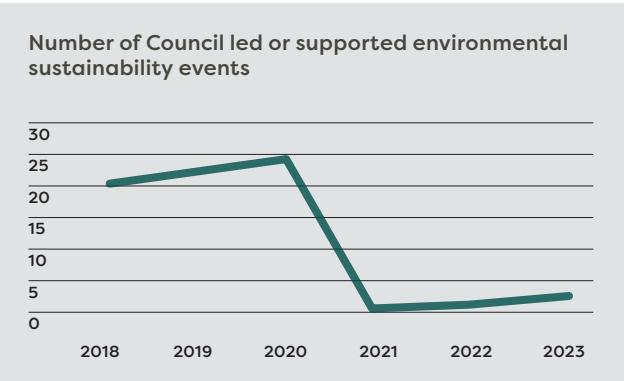


OBJECTIVE: 2.4

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

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Number of Council led or supported environmental sustainability events <small>(Number of community sustainability events coordinated or supported by Council)</small>	26	0	1	2	Events included: <ul style="list-style-type: none">National Tree Day for Schools July 2022 led by Council.Sustainability Lane at Djerriwarrh Festival.
Waste diverted from landfill* <small>(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)</small>	43.41%	43.48%	43.42%	43.43%	The kerbside collection landfill diversion rate continues to remain at 43 per cent. In 2022/2023, Council conducted several of waste education-related activities with a focus on reducing contamination in the recycling and FOGO streams. Whilst diversion has remained stable, volume increase in line with population growth and contamination in the recycling streams have reduced, along with a higher uptake of other waste disposal options available to residents including the Melton Recycling Facility and At Call Hard Waste collections.
Potable water as a percentage of total water <small>(Numerator = total amount of potable water Denominator = total amount of all water Multiplied by 100 to give a percentage result)</small>	New Indicator for 2021/22	New Indicator for 2021/22	90%	79%	The percentage of potable water used out of our total water use is estimated on Cycle 1 data from Greater Western Water to be 79 per cent. This represents a further reduction of potable water use of 11 per cent since the 2022 estimate was made.

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



NB: No events for “Number of Council led or supported environmental sustainability events” were led or supported in 2021 due to Covid-19

Achievements for the Year

- Completed the review of the Toolern Precinct Structure Plan and Development Contributions Plan
- Delivered the Heritage Festival during April and May 2023.

The following statement provides information in relation to the services funded in the 2022/23 budget and the persons or sections of the community who are provided the service.

SERVICE	DESCRIPTION	Net Cost Actual Budget Variance \$000
Operations	Operations is 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.	\$77,786 \$77,106 (\$681)
City Environment & Sustainability	Provision of environmental planning and administering Council’s Environmental Enhancement Program. Creating, maintaining and implementing Council’s environment, climate change, sustainability and integrated water management policies and plans. Delivery of Council’s environmental outreach activities to the community.	\$1,245 \$1,435 \$190

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 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	MATERIAL VARIATIONS
Waste					
Satisfaction WC1 Kerbside bin collection requests <small>[Number of kerbside garbage and recycling bin collection requests/ Number of kerbside bin collection households] x1000</small>	304.78	272.22	240.98	200.18	Since Council’s introduction of a flat fee waste charge in 2021/2022, there has been a continued decrease in the number of changeover bins and reports of damaged garbage bins. In 2022/2023, the number of service option changeovers was halved compared to the previous year. This is primarily due to a reduction in bin options and removal of the price structure on the waste charge (now one flat fee).
Service standard WC2 Kerbside collection bins missed <small>[Number of kerbside garbage and recycling collection bins missed/ Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</small>	1.54	0.94	0.55	1.23	Council has seen a significant increase in missed services this year. This was due to a number of factors including turnover of staff, landfill delays (delays in collection times), general municipality growth (new areas, roadworks and the need for re-routing). Further to this, a change in bin day was completed in the second half of the year. While this was required to ensure efficiency in the collection routing, the change initially resulted in missed collections as drivers and residents adjusted to the new schedule.

Service indicator measure	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	MATERIAL VARIATIONS
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]	\$118.84	\$119.75	\$122.00	\$152.40	<p>Council's kerbside garbage bin service has increased with population growth.</p> <p>The annual disposal cost increased by 25 per cent in 2022/23, largely due to the increase in the State Government Landfill Levy.</p> <p>Despite the volumes of landfill remaining relatively stable compared to previous years, the service has seen a seven per cent increase in the number of garbage bins being collected this year.</p>
Service cost WC4 Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$43.61	\$49.93	\$48.44	\$56.45	<p>Council's kerbside recycling service has increased with population growth.</p> <p>The annual disposal cost increased by seven per cent in 2022/23, despite recycling volumes remaining relatively stable when compared to previous years. The service has seen a seven per cent increase in the number of recycling bins being collected this year.</p>
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 [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	43.41%	43.48%	43.44%	43.43%	<p>The kerbside collection landfill diversion rate remains around 43 per cent. Despite processing more due to the growth in properties, this is offset by the reduction in recycling stream contamination and uptake of other waste disposal options. In 2022/23, Council conducted a number of waste education-related activities with a focus on reducing contamination in the recycling and FOGO streams.</p>



Theme three

A fast growing, innovative
and well-planned City

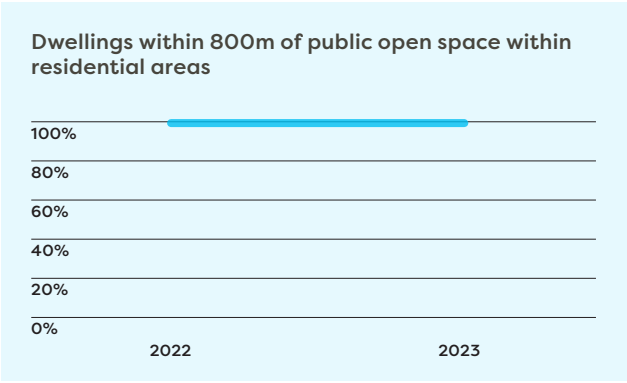
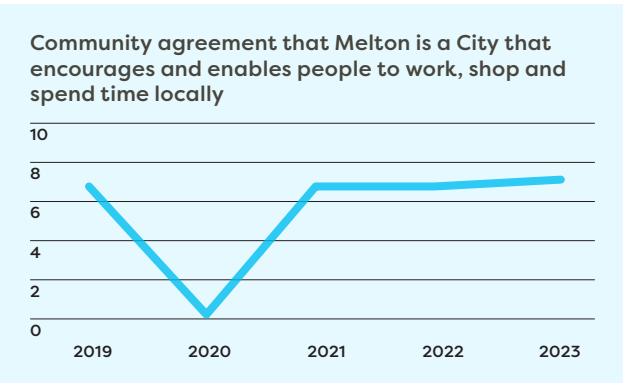
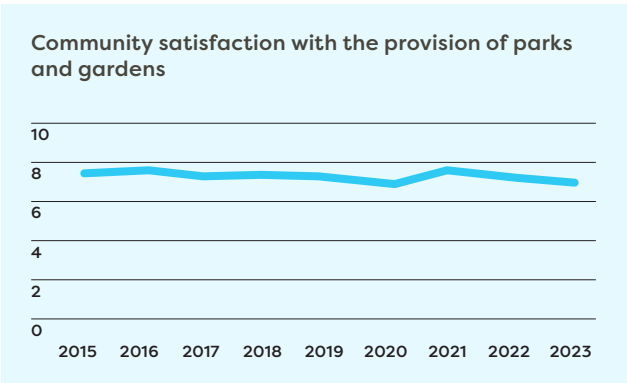
A City where growth and development occur
in a strategic, fair and sustainable way



OBJECTIVE: 3.1

A City of 20-minute neighbourhoods ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community satisfaction with the provision of parks and gardens ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	7.29	7.67	7.24	7.2	The 2022/23 result is similar to the previous year. It continues to indicate a “very good” level of community satisfaction with the provision of parks and gardens in the municipality.
Community agreement that Melton is a City that encourages and enables people to work, shop and spend time locally ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	Not asked	7.19	7.15	7.4	The result for this indicator is comparable to previous years. The results continue to be in the good range.
Dwellings within 800m of public open space within residential areas <small>[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 number of dwellings within 800m radius of public open space with residential areas as a percentage)</small>	New Indicator for 2021/22	New Indicator for 2021/22	100%	100%	The 2023 result is similar to the previous year and indicates accordance with the Open Space Plan and Precinct Structure Plans.

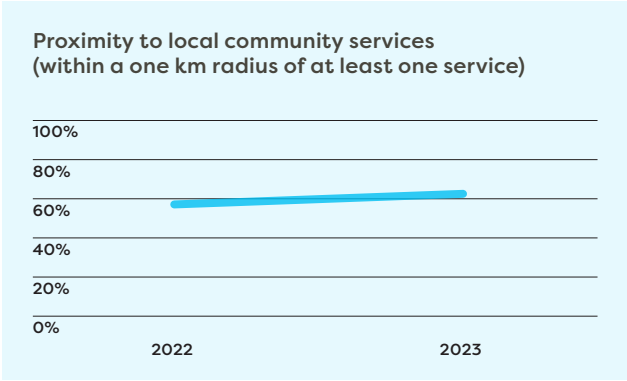
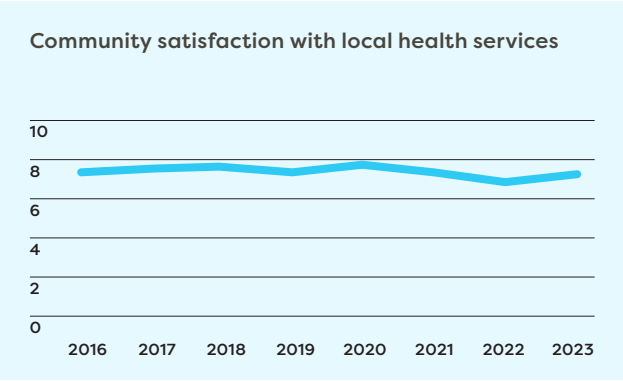


NB: “Work, shop and spend time locally” was not surveyed in 2020
NB: Data for “Dwellings within 800m of public open space” was first collected in 2022

OBJECTIVE: 3.2

Health and community services are accessible locally ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community satisfaction with local health services ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	7.49	7.21	6.6	7.1	The 2023 result sees a slight increase in personal levels of satisfaction with local health services compared to the 2022 results and a return to pre-pandemic levels. This result is similar to the response received in relation to satisfaction with support services.
Proximity to local health services ♥ <small>(The percentage of dwellings within a 1,000 metre radius of at least one community service)</small>	New Indicator for 2021/22	New Indicator for 2021/22	57.90%	61.85%	There has been a further increase in the number of dwellings within 1,000 metres of an existing council-run community facility. This is due to new community facilities being completed at Thornhill Park and Mount Atkinson.

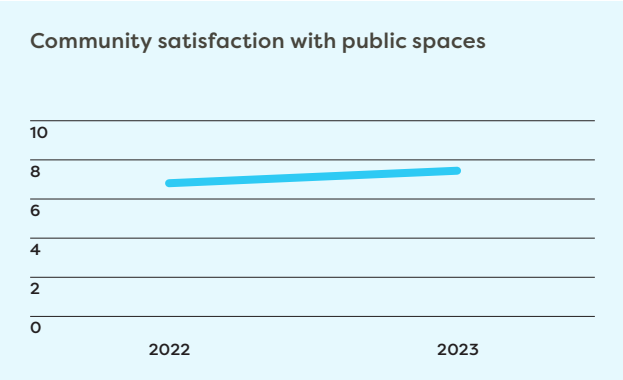
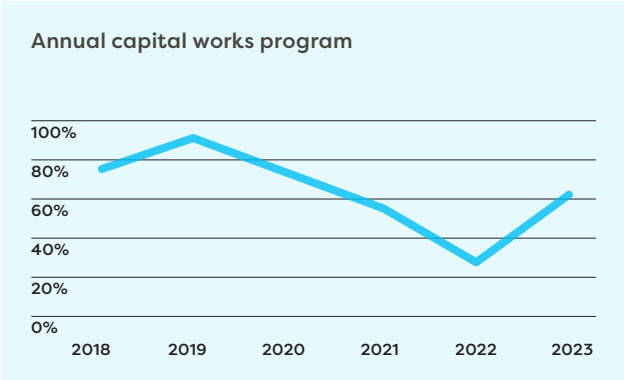
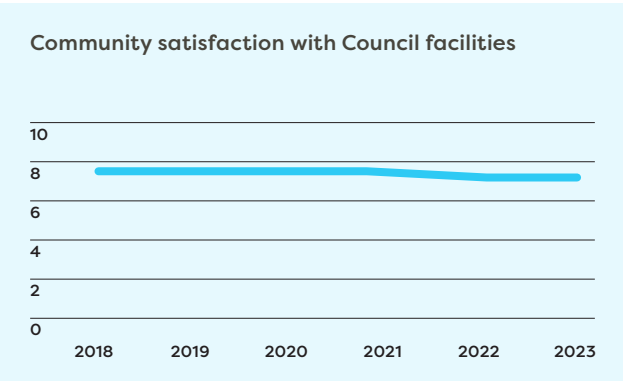
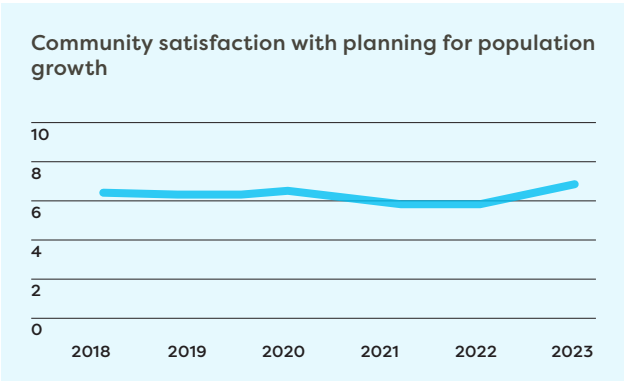


NB: Data for “Proximity to local community services” was first collected in 2022

OBJECTIVE: 3.3

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

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community satisfaction with planning for population growth ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	6.47	6.04	5.77	6.8	This result continues to fluctuate from year to year and although there is an increase in satisfaction, the overall result highlights the challenge growth areas face in ensuring transport and community infrastructure is delivered when it is needed.
Community satisfaction with Council facilities ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	7.57	7.55	7.19	7.22	The 2023 result shows a slight increase in satisfaction with Council facilities when compared to the 2022 results, and remains a consistently good results, compared with previous years.
Annual Capital Works Program <small>(Numerator – Actual Capital \$ expended Denominator – Approved Capital \$ Budget X 100 Denominator = Approved Capital Works Budget less projects that Council resolves not to proceed with)</small>	73%	55%	30%	62%	Total spend for 2022/2023 was \$55.3 million against a budget of \$89 million which equates to 62 per cent delivery of the Capital Works Program. Impacts on delivery included construction industry capacity, competition for skilled labour, and external factors outside of Council's control.
Community satisfaction with public spaces ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	New Indicator for 2021/22	New Indicator for 2021/22	7.21	7.6	The 2022/23 result indicates an improved level of community satisfaction despite an already “very good” level of community satisfaction with public spaces in 2021/22.

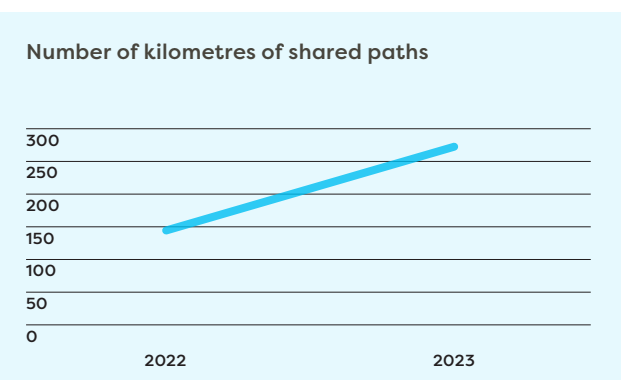
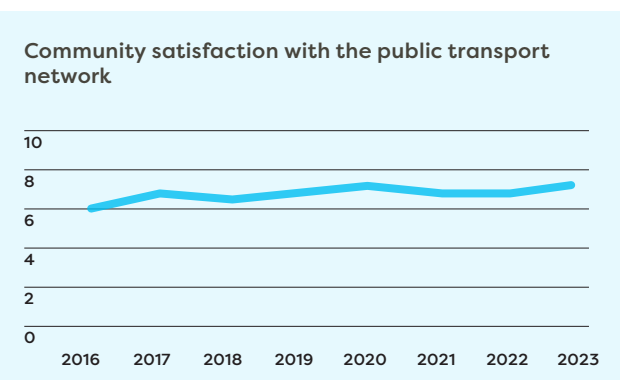
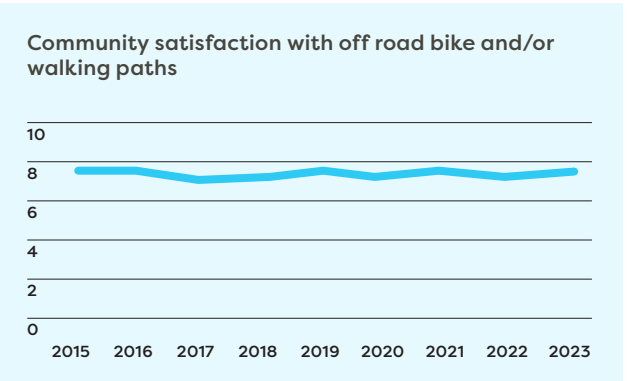
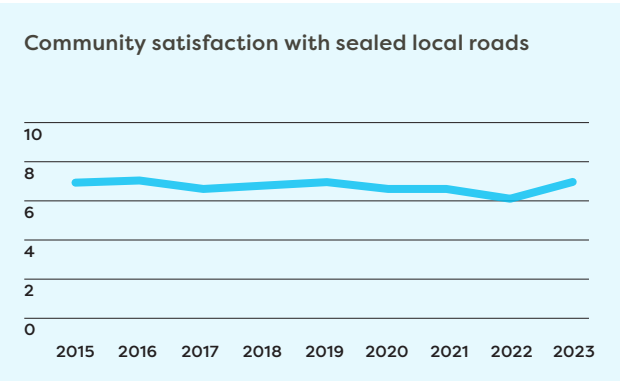


OBJECTIVE: 3.4

An integrated transport network that enables people to move around ♥






STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community satisfaction with sealed local roads* <small>Source: Metropolis Community Satisfaction Survey</small>	6.7	6.39	5.95	6.8	Council is exceeding targets set in our Road Asset Maintenance Contract and has spent considerable Capital expenditure on Road Renewal.
Community satisfaction with off-road bike and/or walking paths ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	7.41	7.51	7.3	7.6	The 2023 result has increased marginally compared to the previous two years. It indicates community satisfaction with on-and off-road bike/walking paths is “very good”.
Community satisfaction with the public transport network <small>Source: Metropolis Community Satisfaction Survey</small>	6.97	6.87	6.96	7.2	A small increase in the 2023 result indicates community satisfaction with the Public Transport network is good. Council will continue to advocate for improvements in this area in 2023/24.
Number of kilometres of shared paths <small>(The number of kilometres of shared path (areas open to the public that are designated for use by both pedestrians and bike riders))</small>	New Indicator for 2021/22	New Indicator for 2021/22	193	270	Continued rollout of the Pedestrian and Cycling Plan and developer projects has seen another 14km of shared paths added to our network.

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



NB: Data for “Number of kilometres of shared paths” was first collected in 2022

The following statement reviews the progress of Council in relation to initiatives identified in the 2022/23 Budget.

MAJOR INITIATIVES	PROGRESS	COMMENTS
Construction of a roundabout at Mount Cottrell Road and Greigs Road, Strathulloh	 IN PROGRESS	Ecological and heritage assessments have been undertaken for the area around the proposed roundabout.
Construction of a signalised Intersection at Caroline Springs Boulevard and Rockbank Middle Road, Caroline Springs	 IN PROGRESS	Site assessments and design of the intersection commencing in 2023 with anticipated completion in 2025.
Construction of Troups Road South, Truganina (from Greigs Road to Boundary Road)	 IN PROGRESS	Construction of the Greigs Road intersection and the Boundary Road intersection is complete. The proposal to seal the road section between Greigs Road and Boundary Road has been investigated by Melbourne Water Corporation to assess future risks of flooding into adjacent private land. Residential access will continue to be maintained at all times from the Greigs Road end. Troups Road South will be inspected regularly, and maintenance will be undertaken to ensure that the road remains serviceable and within our standards as set out in Council's Road Management Plan.
Service relocation allocation associated with upgrade works to Bulmans Road, Melton West (from Westlake Drive to Centenary Ave)	 IN PROGRESS	Service relocations are occurring on site and anticipated to be completed late 2023. An upfront fee to complete this work was paid in 2022. The tender for construction of Bulmans Road commenced in June 2023.
City Vista Court/Mandalay Parade, Frasers Rise – construction of a turning lane	 COMPLETED	Completed.

Achievements for the Year

- Developed a Pedestrian and Cycling Plan for the City which is integrated into the Moving Melton website and Council's Long Term Capital Plan and can be viewed online at movingmelton.com.au/active.
- Delivered the Welcoming Spaces Project to identify opportunities to make public spaces more inclusive for the community
- Council's advocacy priorities were implemented through:
 - implementation of the Fix Our Roads campaign, successfully delivered from April to December 2022. Achievements included 15,000 people visiting the dedicated website, 5,500 people signing the online petition and 48 mentions of Fix Our Roads in the media
- State and Federal budget submissions: \$10 million was committed from both the State and Federal Governments to conduct a business case into upgrading the Western Highway and \$14.9 million was committed from the Victorian Government to duplicate the Melton Highway between Crown Drive and The Regency in Plumpton
- Creation and promotion of the award-winning Moving Melton Transport Prospectus.

The following statement provides information about the services funded in the 2022/23 budget and the persons or sections of the community that receive the services

SERVICE	DESCRIPTION	Net Cost Actual Budget Variance \$000
City Strategy	Provision of strategic planning and administration of the Melton Planning Scheme, urban design and landscape architecture for assessment of planning permits, community and open space planning, and heritage services.	\$2,453 <u>\$4,386</u> \$1,933
Engineering & Asset Services	Engineering and Asset Services are responsible for engineering investigations and permits, traffic and transport planning and asset services, including geographic information systems and facilities maintenance.	\$11,022 <u>\$12,334</u> \$1,312
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.	\$4,998 <u>\$7,672</u> \$2,674
Capital Delivery	Capital Delivery is responsible for the delivery of Council's Capital Works Program, including management of design, approvals, procurement of works and co-ordination, and contract management of construction.	\$11,020 <u>\$29,809</u> \$18,789
City Growth & Development	Provision of assessment of planning and subdivision proposals under the relevant planning and subdivision legislation and ensuring compliance with the planning controls. Services provided include the assessment of Planning and Subdivision Applications, preapplication consultation, planning advice, post-permit approvals, issue of Statements of Compliance, and collection, monitoring and reporting of development contributions.	\$1,529 <u>\$1,702</u> \$173
Strategic Initiatives	Provision of services facilitating major public and private investments in the municipality, strategic acquisition and disposal of Council land, strategic development of key Council owned properties.	(\$69) <u>\$340</u> \$409
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.	\$612 <u>\$0</u> (\$612)
City Economy & 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.	\$1,449 <u>\$998</u> (\$451)
Major Project Delivery	Delivery of Council's high-risk, high-value infrastructure projects	\$1,449 <u>\$998</u> (\$451)

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 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	MATERIAL VARIATIONS
Roads					
Satisfaction of use R1 Sealed local road requests [Number of sealed local road requests/Kilometres of sealed local roads] x100	53.19	65.55	128.56	62.94	The number of sealed local road requests has significantly dropped and is below the materiality threshold due to completed road resurfacing on key roads, especially along travel routes to and from new developments.
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	96.61%	97.05%	96.5%	96.52%	The result for this year is comparable to previous years and continues to be a good result.
Service cost R3 Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$35.18	\$0	\$102.38	\$0	No reconstruction work was undertaken this 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]	\$6.37	\$25.79	\$30.42	\$38.56	There was a 25 per cent increase in civil costs over the year. A significant increase in the square meterage of resealing compared to previous years was a contributing factor in the increase in unit costs.
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	67	64	60	68	The increase in community satisfaction is likely resulting from a number of road connections being completed and re-opened or sealed. The satisfaction rating has returned to pre-pandemic levels.
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]	82 days	79 days	98 days	108 days	The median number of days taken to decide planning applications has increased outside the materiality threshold due to the increase in the complexity of applications received.
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	48.14%	72.66%	87.06%	51.26%	There has been a significant decrease in the number of planning applications determined within 60 days. This reflects the increased complexity of applications received over the past 12 months.

Service indicator measure	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	MATERIAL VARIATIONS
Service cost SP3 Cost of statutory planning service [Direct cost of the statutory planning service/Number of planning applications received]	\$3,822.92	\$3,492.97	\$4,283.18	\$5,073.14	There has been an increase in the cost of the statutory planning service over the past 12 months due to an increase in the cost of labour within the Statutory Planning and Major Developments Departments and a small reduction in the number of applications received during 2022/23.
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	100%	53.33%	55.56%	25%	There were six additional applications during the year, however they were not decided by VCAT prior to 30 June 2023 and therefore were not included in 2022/23. Of the four applications decided, one was found in support of Council's original decision.

Theme four

A City that promotes greater education and employment
A City rich in local employment and education opportunities

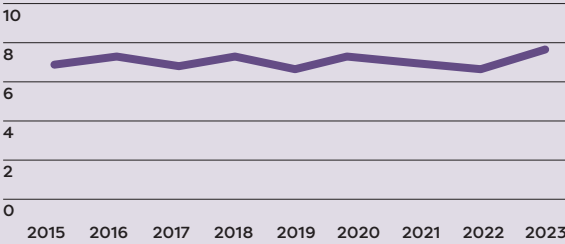


OBJECTIVE: 4.1

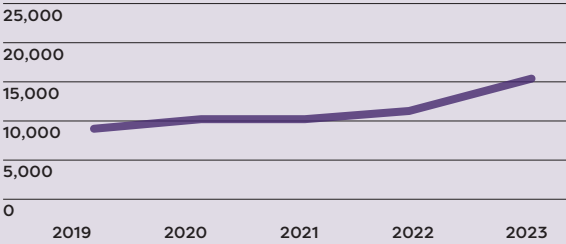
A strong local economy that supports business growth and attracts new investment

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community satisfaction with local business growth and development <small>Source: Metropolis Community Satisfaction Survey</small>	7.21	7.1	6.76	7.4	The result for this indicator is comparable to that of previous years. The results continue to be in the good range.
City of Melton Business Register <small>(The number of local businesses that are ABN registered on an annual basis.) [The data will be 12 months lagging and will show net movement in the number of ABNs]</small>	Total businesses on the register 9,742	Total businesses on the register 10,344	Total businesses on the register 11,450	Total businesses on the register 15,398	Data extracted June 2023 represents June 2022 numbers. Non-employed businesses increased by 49 per cent from the previous year, driven by an increasing number of sole traders and contractors in the Construction sector and Transport, Postal & Warehousing (presumably "gig economy" effect).
Capital investment value <small>(\$ value of planning permits for industrial and commercial properties)</small>	\$184,986,711	\$115,691,899	\$380,832,617	\$363,382,765	The end of year result has decreased from the previous year due to a slight decrease in planning applications for residential development and large scale industrial/commercial development within the municipality.

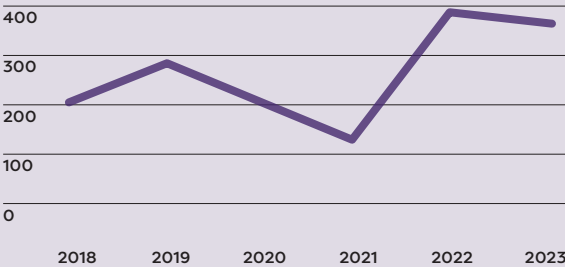
Community satisfaction with local business growth and development



City of Melton Business Register



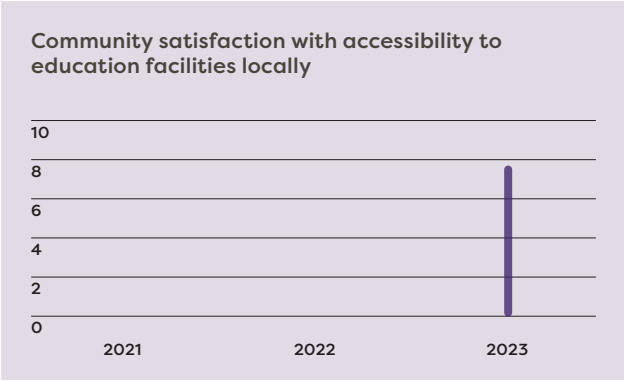
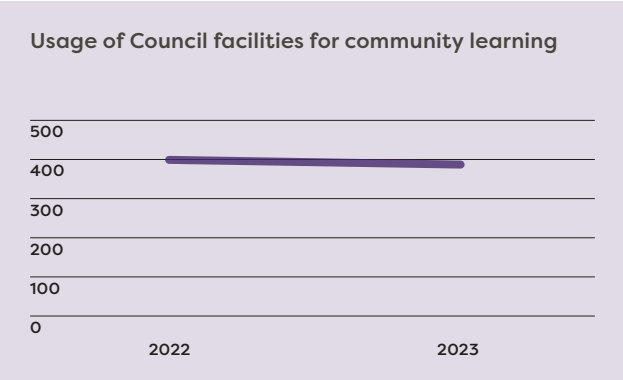
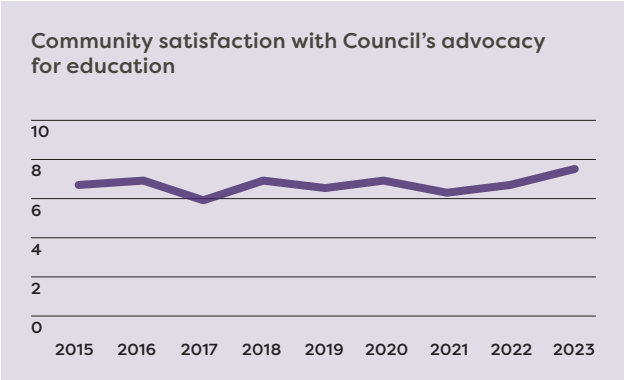
Capital investment value (Millions)



OBJECTIVE: 4.2

A City with a variety of educational facilities accessible locally ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community satisfaction with Council's advocacy for education <small>Source: Metropolis Community Satisfaction Survey</small>	6.81	6.41	6.68	7.2	There is increased recognition of the work being undertaken in advocacy. It's important that the community trust that Council is representing them to other levels of government. This is now in a very good range and increased progressively over the past three years.
Usage of Council facilities for community learning ♥ <small>(The number of bookings of Council facilities used for community learning per year)</small>	New Indicator for 2021/22	New Indicator for 2021/22	394	393	393 community programs have been delivered this financial year. Learning programs included, but not limited to, Mental health and resilience, arts and craft, digital literacy, health and wellbeing, and sustainability and life skills. Special event learning programs and initiatives supported local and national days of significance including, International Women's Day, Adult Learners Week, Neighbourhood House Week, School Holiday programming, Lifelong Learning Festival, Neighbours Day and Volunteers week. 45 external ongoing hirers utilised Council community facilities for learning purposes.
Community satisfaction with accessibility to education facilities locally <small>Source: Metropolis Community Satisfaction Survey</small>	New Indicator for 2021/22	New Indicator for 2021/22	Data was not able to be collected this year	7.4	2023 is the first year that data has been captured for this measure. Although there is no data to compare this result to, the level of satisfaction from the community places it in the very good category.



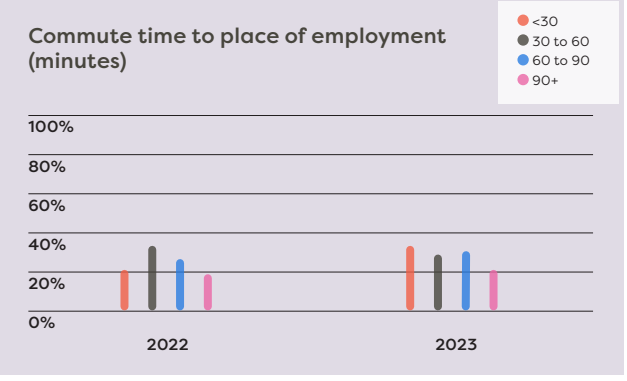
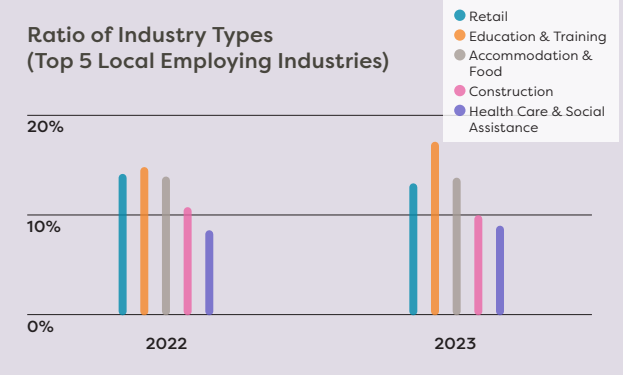
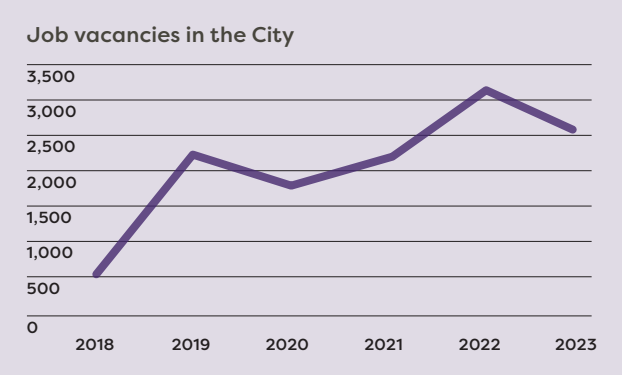
NB: Data for "Use of Council facilities for community learning" was first collected in 2022

NB: "Accessibility to education facilities" was first surveyed in 2023

OBJECTIVE: 4.3

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

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Job vacancies in the City <small>(The number of job vacancies in the City that were advertised online)</small>	1,839	2,314	3,222	2,647	Job ads on Melton Jobs Hub grew by 71 per cent year-on-year. Total job views grew by 62 per cent year-on-year. Based on Melton Jobs Hub data, jobs market growth was particularly strong in the first half of the year before levelling off to moderate year-on-year growth of 23 per cent in the last quarter.
Ratio of industry types <small>(The the top five different industry types as a percentage of total industry types in the City)</small>	New Indicator for 2021/22	New Indicator for 2021/22	61%	62%	The top five local, employing industries are: <ul style="list-style-type: none">• Construction 17.2 per cent• Education & Training 13.5 per cent• Retail Trade 13 per cent• Health Care & Social Assistance 9.7 per cent• Public Admin. & Safety 8.5 per cent
Community satisfaction with local job opportunities <small>Source: Metropolis Community Satisfaction Survey</small>	New Indicator for 2021/22	New Indicator for 2021/22	Data was not captured this year	7	2023 is the first year data has been captured for this measure. Although there is no data to compare this result to, the level of satisfaction from the community places it in the good category.
Commute time to place of employment <small>Source: Metropolis Community Satisfaction Survey</small>	New Indicator for 2021/22	New Indicator for 2021/22	<30 mins 21.2% 30 mins to 60 mins 33.4% 60 mins to 90 mins 25.9% 90 mins + 19.5%	<30 mins 30% 30 mins to 60 mins 23% 60 mins to 90 mins 27% +90 mins 19%	Commute times for our residents are decreasing. This may be affected by people working from home in a hybrid environment, increased local job opportunities and people returning to public transport instead of driving.

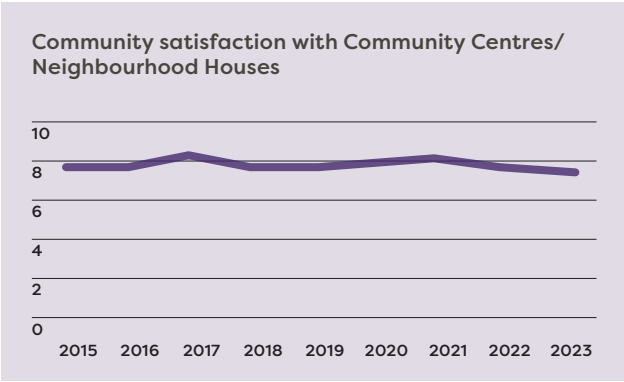
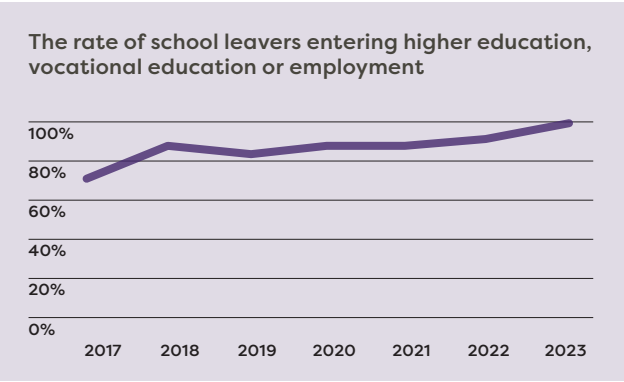
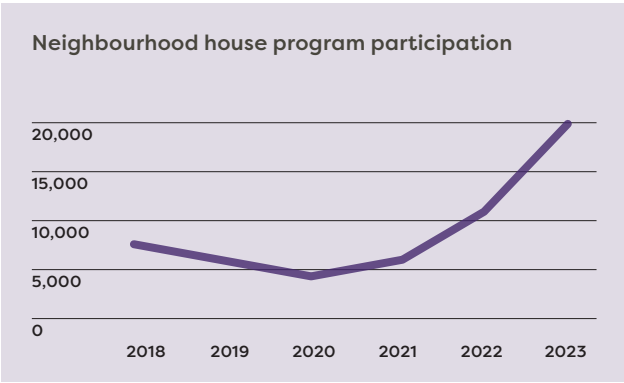
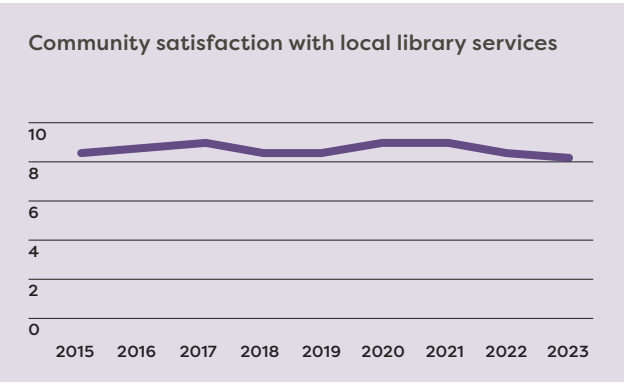


NB: Data for "Ratio of industry types" was first collected in 2022; NB: "Satisfaction with local job opportunities" was first surveyed in 2023; NB: "Commute Time to Place of Employment" was first surveyed in 2022

OBJECTIVE: 4.4

Lifelong learning opportunities that bring local communities together ♥

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community satisfaction with local library services ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	8.4	8.75	8.58	8.4	Libraries continue to be regarded as a valuable community service with results in the good to very good category.
People participating in neighbourhood house programs ♥ <small>(the number of people participating in neighbourhood house programs)</small>	2,310	3,345	5,523	19,825	<p>A total of 19,825 community members participated in 393 community programs from 1 July 2022-30 June 2023.</p> <p>Melton Learning Directory grew to:</p> <ul style="list-style-type: none">Over 3,800 subscribers204 videos published online totalling 584K views collectivelyThe Melton Learning Directory YouTube channel grew to 5,023 subscribers
The rate of school leavers entering higher education, vocational education or employment ♥ <small>(Numerator – Number of school leavers entering higher education, vocational education or employment Denominator – Number of school leavers) X 100 Source: On Track Survey – Local Government Area Website NB: Data is only provided for school leavers that completed the government surveys</small>	Total 93%	Total 92%	Total 95.2%	Total 99.3%	<p>The 2022 on track report shows that year-on-year school leavers in full time (FT) or part time (PT) employment had increased, whilst enrolments in university and TAFE had decreased. (53.3 per cent of responding school leavers were enrolled in university</p> <p>9.7 per cent of responding school leavers were enrolled in TAFE</p> <p>12 per cent of respondents had obtained apprenticeships</p> <p>24.3 per cent of respondents had found FT or PT employment</p> <p>Total = 99.3 per cent)</p>
Community satisfaction with Community Centres/ Neighbourhood Houses ♥ <small>Source: Metropolis Community Satisfaction Survey</small>	7.69	7.91	7.74	7.7	The 2023 result shows a consistent level of satisfaction with Community Centres and Neighbourhood Houses compared to previous results and reflects a very high level of satisfaction overall.



Achievements for the Year

- The Hopkins Road Business Precinct Urban Design Framework was completed and adopted by Council at its meeting on 12 December 2022 and was approved by the Board of the Victorian Planning Authority
- Libraries provided 985 community learning programs across 2022-23
- A total of 19,825 community members participated in 393 community programs from July 1, 2022 - June 30, 2023
- Careers Expo – 40-plus exhibitors were present for approximately 1,300 students and provided information to help young people make decisions about their future, including careers and tertiary studies etc.

The following statement provides information in relation to the services funded in the 2022/23 budget and the persons or sections of the community who are provided the service.

SERVICE	DESCRIPTION	Net Cost Actual Budget Variance \$000
Arts & Events	Development, delivery and support for a diverse range of events, including Council's major events program and the curation of public art activations and programs.	\$2,055 \$2,810 \$755
Libraries & 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 State to provide physical and e-collections for loan, learning programs and public access to technology through annual funding allocations from Local Government Victoria.	\$3,260 \$4,350 \$1,090

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 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	MATERIAL VARIATIONS
Libraries					
Utilisation LB1 Physical Library collection usage <small>[Number of physical library collection item loans/Number of physical library collection items]</small>	5.12	3.38	4.67	5.70	Loans of physical items have increased compared to this time last year. This demonstrates that the community are returning to visiting our facilities and re-engaging with borrowing collections.

Service indicator measure	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	MATERIAL VARIATIONS
Resource standard LB2 Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	82.75%	85.52%	84.49%	81.72%	Collection development and collection evaluation is ongoing to ensure that the collection meets the needs of the community.
Participation LB4 Active library members in municipality [(No. of active library borrowers 2 years ago + No. of active library borrowers one year ago + No. of active library borrowers this year)/(Municipal population + municipal population 1 year ago + municipal population this year)] x100	8.66%	6.63%	5.81%	5.85%	Active membership is within the threshold and is consistent with last financial year. This demonstrates that the collections we provide are meeting the community's needs and the community continues to engage with the library service by accessing resources.
Service cost LB5 Cost of library service per population [Direct cost of the library service/ Municipal population]	\$25.89	\$22.94	\$23.12	\$22.88	Expenditure is consistent with the 2021 and 2022 results.



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



OBJECTIVE: 5.1

Deliberative engagement and communication with the community informs planning and decision making

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community satisfaction with consultation and engagement*	6.69	6.5	6.43	7	The 2023 result shows a significant increase in satisfaction compared to the past few years. This result lifts it from a rating of solid to good, which is a very pleasing result.

Source: Metropolis Community Satisfaction Survey

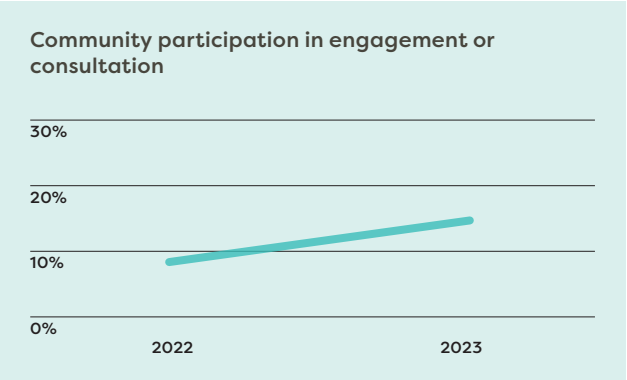
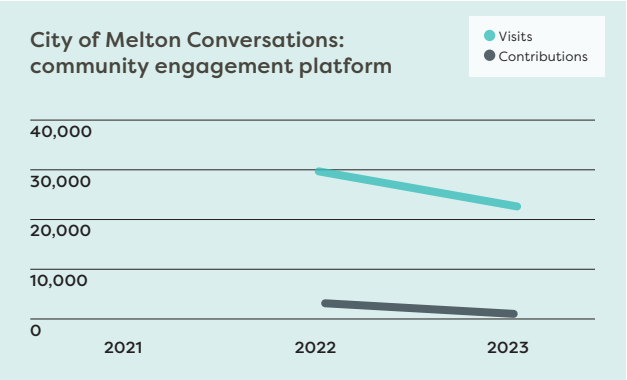
* Denotes performance indicator is required under the Local Government Performance Reporting Framework



OBJECTIVE: 5.2

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

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
City of Melton Conversations: community engagement platform <small>(The number of visits and total number of contributions to the engagement platform)</small>	New Indicator for 2021/22	New Indicator for 2021/22	Visits = 29,476 Contributions = 2,376	Visits = 23,526 Contributions = 1,430	In 2022/23, there were 125 projects undertaken, of which 13 are open for consultation, 38 are active (active is where initial consultation has closed but the project is not complete), and 74 are closed. The top engagement projects for the year were: Melton Town Centre Revitalisation Project, Troups Road South upgrade project, Melton Weir Parkland Strategy, Splendour Circuit Reserve Minor Upgrade, Bridge Road Active Open Space Draft Masterplan, Draft Budget 2023/24 and Hume Drive Duplication Stage 2. The majority of traffic came from social media.
Community participation in engagement and consultation ❤️ <small>Source: Metropolis Community Satisfaction Survey</small>	New Indicator for 2021/22	New Indicator for 2021/22	9.20%	14%	In 2022/23, Council placed an emphasis on increasing participation through a variety of methods, with an emphasis on improving accessibility and inclusion in engagement projects. Post-COVID 19, there has been an increase in face-to-face consultations and an increasing participation on the Melton Conversations engagement platform.



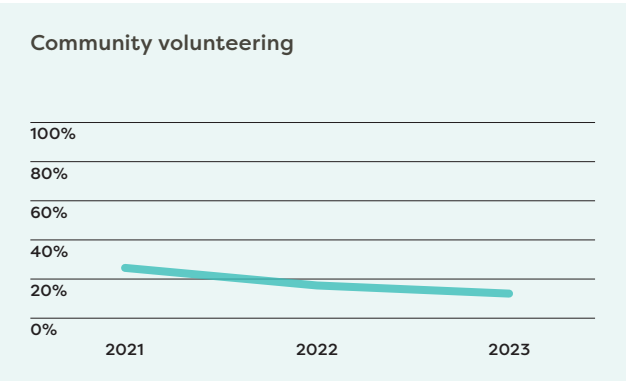
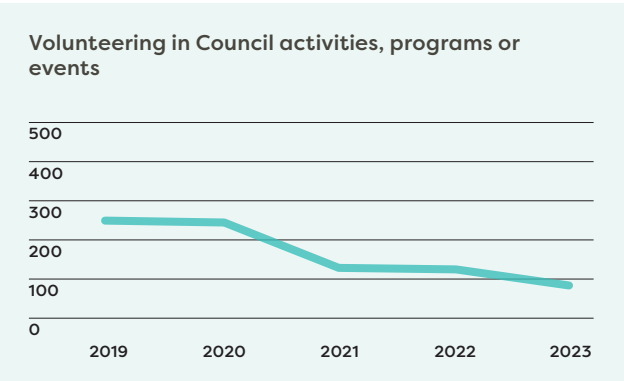
NB: Data for “City of Melton conversations” was first collected in 2022

NB: “Community participation in engagement or consultation” was first surveyed in 2022

OBJECTIVE: 5.3

Increased volunteerism in the City ❤️

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Volunteering in Council activities, programs, or events ❤️ <small>(The number of community volunteers over the past 12 months)</small>	247	129	119	76	Volunteering in the early stages of the pandemic was a high priority for the community but results have declined over the past couple of years as we emerge from the pandemic.
Community volunteering (Do you or a member of your household volunteer regularly?) ❤️ <small>Source: Metropolis Community Satisfaction Survey</small>	New Indicator for 2021/22	27.90%	17.60%	14.40%	<p>Results for volunteering have declined since data was first collected in 2020/21.</p> <p>As volunteering data was not collected prior to 2020/21, it is difficult to identify any trends.</p> <p>Results since that time have shown a decline in the level of volunteering as we start to emerge from the pandemic.</p>



Achievements for the Year

- Council’s advocacy priorities were implemented through:
 - State and Federal budget submissions: \$10 million was committed from both the State and Federal Governments to conduct a business case into upgrading the Western Highway, and \$14.9 million was committed from the Victorian

- Government to duplicate the Melton Highway between Crown Drive and The Regency in Plumpton
- Ongoing engagement with local members, ministers, shadow ministers, candidates in the Victorian State Election and government departments.

SERVICE	DESCRIPTION	Net Cost Actual Budget Variance \$000
Engagement & Advocacy	Provision of inbound call handling, online and counter services, communication campaigns and media management, and coordinating government relations and Council’s advocacy priorities.	\$3,800 <u>\$4,247</u> \$447

Theme
six

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

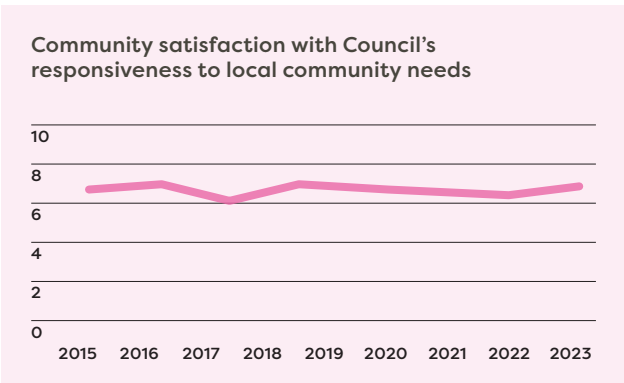
An innovative, transparent, accountable and sustainable organisation



OBJECTIVE: 6.1

An organisation that demonstrates excellence in customer and community service

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community satisfaction with Council's responsiveness to local community needs	6.68	6.46	6.32	6.9	The 2023 result shows a significant increase over the past few years in satisfaction with Council's responsiveness to community needs, with the highest rating for this indicator since 2018 (7.04). This indicates a level of community satisfaction in the good category.
Response times to customer and community enquiries (seconds)	New Indicator for 2021/22	New Indicator for 2021/22	Data not available	701 sec	This is the total of the average call wait time and the average call handle time. As the result for 2023 is the first time data has been captured for this indicator, no analysis can be conducted.

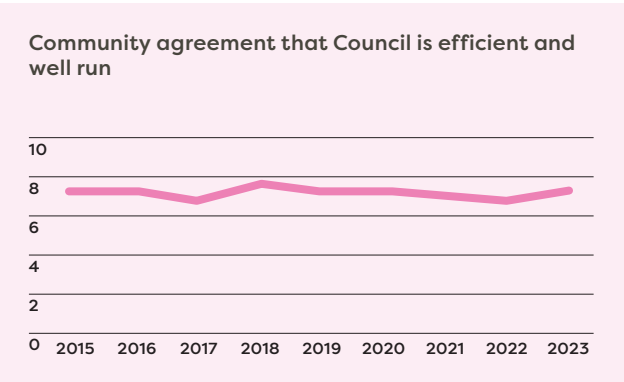


NB: Data for "Response times to customer and community enquiries" was first collected in 2023

OBJECTIVE: 6.2

An adaptive, innovative, and creative organisation

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community agreement that Council is efficient and well run	6.93	6.81	6.59	7.2	The 2023 result is a significant increase from 2022 and ends a downward trend relating to this indicator. The result indicates a high level of community agreement with the statement.

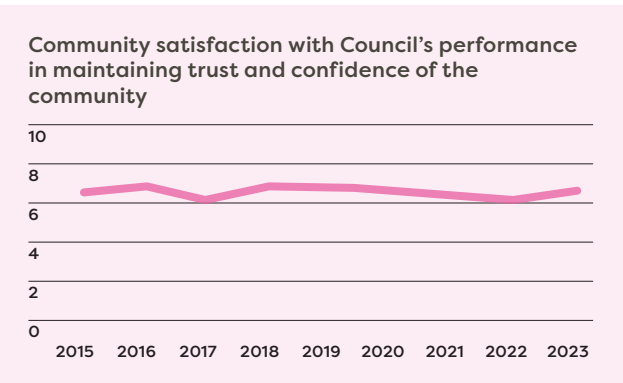
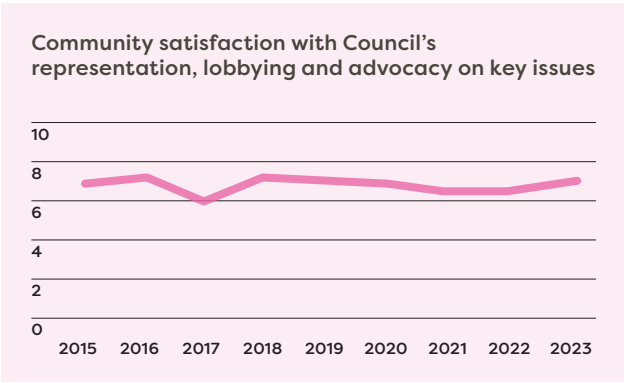
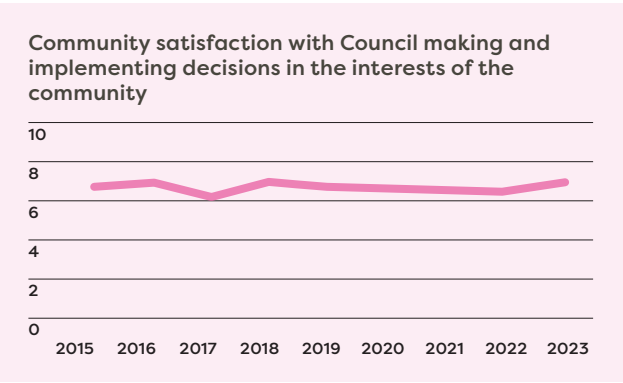


OBJECTIVE: 6.3

An organisation that demonstrates excellence in civic leadership and governance

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Community satisfaction rating for Council making decisions in the best interest of the community*	6.72	6.61	6.45	7	The 2022/23 result shows a significant improvement in comparison to previous years. The result indicates the community is increasingly satisfied with the decisions that Council makes.
Community satisfaction with Council's representation, lobbying and advocacy on key issues	6.81	6.41	6.42	7	There was a significant improvement in the results in 2022/23 from the previous years. This may be due to the prominence of advocacy campaigns undertaken during the Federal and State elections.
Community satisfaction with Council's performance in maintaining trust and confidence of the community	6.77	6.58	6.41	7	The 2022/23 result shows a significant improvement in comparison to previous years. The positive result indicates the community has an increasing level of trust and confidence in Council's performance.

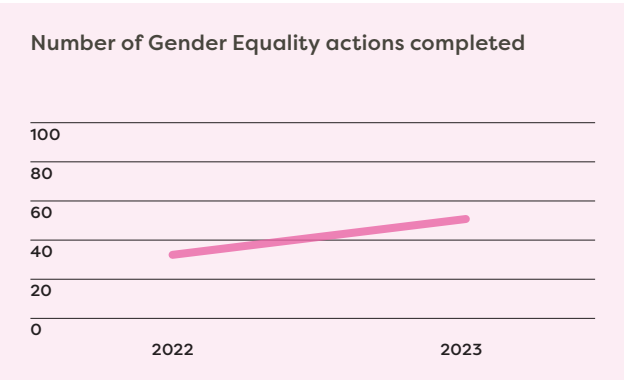
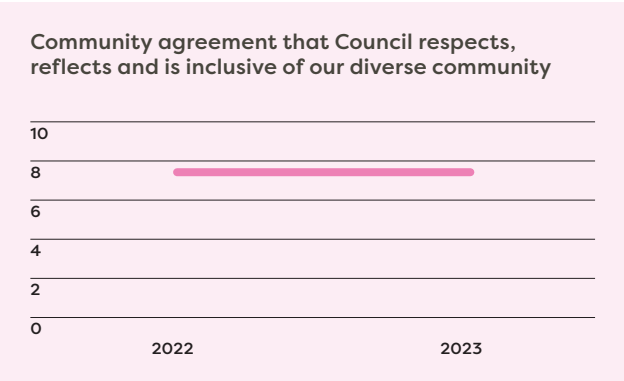
* Denotes performance indicator is required under the Local Government Performance Reporting Framework



OBJECTIVE: 6.4

An organisation that celebrates diversity and inclusion

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Number of events that promote diversity and inclusion ❤️ <small>(The number of events run or supported by Council that promote diversity and inclusion)</small>	New Indicator for 2021/22	New Indicator for 2021/22	5	10	Major events include: <ul style="list-style-type: none">Know Your City Orientation - Feb 2023Harmony Day - March 2023Community Partnership Collaboration Night - April 2023IDAHOBIT - May 2023Refugee Week Event - June 2023 These events brought together more than 1,000 people to celebrate their culture, share their experiences, learn from one another and have fun.
Community agreement that Council respects, reflects, and is inclusive of our diverse community ❤️ <small>Source: Metropolis Community Satisfaction Survey</small>	New Indicator for 2021/22	New Indicator for 2021/22	7.6	7.9	The 2022/23 result shows a slight increase from the findings of the 2022 survey. The result indicates a high level of community agreement with the statement.
Number of Gender Equality Plan actions completed ❤️ <small>(The number of actions delivered from the Gender Equality Plan compared to the number of actions planned for delivery) x 100</small>	New Indicator for 2021/22	New Indicator for 2021/22	30%	50	Progress towards completion of the Gender Equality Action Plan (GEAP) has been steady, with 50 actions completed and seven on track to be completed within the current timeline. Some of the actions undertaken through the GEAP have included creative workshops delivered in the libraries, come-and-try sessions facilitated for women through local sporting clubs and support provided for local community organisations to deliver initiatives.



NB: Data for “Number of events that promote diversity and inclusion” was first collected in 2022

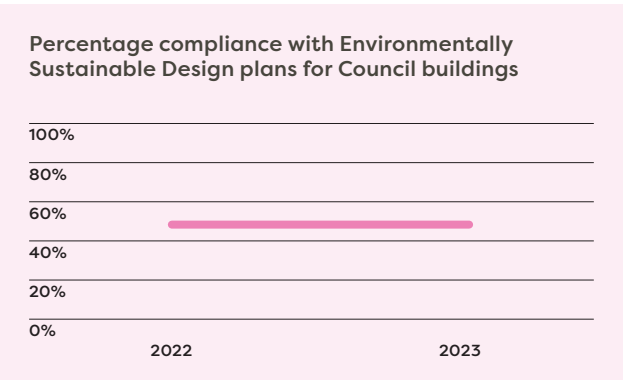
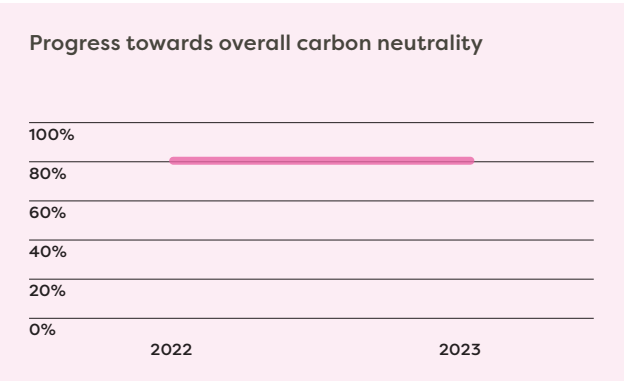
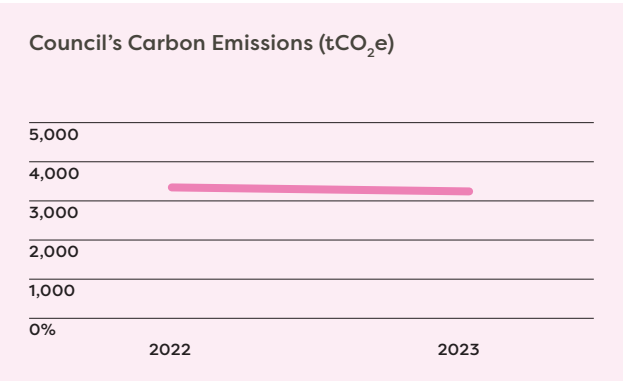
NB: “Community agreement that Council respects, reflects and is inclusive of our diverse community” was first surveyed in 2022

NB: Data for “Number of Gender Equality Actions Completed” was first collected in 2022

OBJECTIVE: 6.5

An organisation that tackles climate change ❤️

STRATEGIC INDICATOR	RESULT 30 JUNE 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	COMMENTS
Council’s carbon emissions ❤️ <small>[tCO₂e (using National Greenhouse Accounts Factors multiplied by emissions sources) per annum]</small>	New Indicator for 2021/22	New Indicator for 2021/22	3,316 tCO ₂ e	3,167 tCO ₂ e	End of 2022/23 Financial Year Utility data is available in Quarters two or three the following year. This report captures the 2021/22 Greenhouse gas emissions reporting for Melton City Council which is an 81.3 per cent reduction on the previous Financial Year. The current greenhouse inventory has been calculated at 3,167 tCO ₂ e.
Progress towards overall carbon neutrality <small>(100 – [Council’s reported greenhouse gas emissions (tCO₂e)/2015 Baseline emissions]) x 100</small>	New Indicator for 2021/22	New Indicator for 2021/22	80%	80%	Current reported greenhouse gas emissions are at 3,167tCO ₂ e which is an 80.1 per cent reduction on 2015 baseline emissions, reduction largely due to purchasing of 100 per cent zero emissions electricity. Council emissions are still occurring due to utilisation of gas at selected facilities.
Percentage compliance with Environmentally Sustainable Design plans for Council buildings <small>(Number of Council buildings completed with approved Sustainability Management Plans (SMPs)/total number of Council buildings completed) x 100</small>	New Indicator for 2021/22	New Indicator for 2021/22	50%	50%	Thornhill Park Children’s and Community Centre was completed with a Sustainability Management Plan. Awaiting final version as practical completion was delayed a few weeks into the new Financial Year. Mt Atkinson Children’s and Community Centre was completed with a Sustainability Action Plan (preliminary Sustainability Management Plan only).



NB: Data for “Council’s carbon emissions” was first collected in 2022

NB: Data for “Progress towards overall carbon neutrality” was first collected in 2022

NB: Data for “Percentage compliance with Environmentally Sustainable Design plans for Council buildings” was first collected in 2022

Achievements for the Year

- Completed the implementation of the Roadmap for new Victorian Child Safe standards across Council.
- Goods on Footpath (Outdoor Trading) Automated Approvals was implemented on 11 July 2022 and the Skip Bins (Bulk Waste) Automated Approvals was implemented in January 2023.

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.	(\$367,761) (\$246,749) \$121,012
Technology	Provision of leadership, support and improvement capability in the area of information and technology so the organisation can deliver effective services.	\$14,484 \$14,051 (\$433)
People & Culture	Provision of human resources, learning and development payroll, and industrial relations. Provides occupational health and safety programs, workers' compensation services, and health and wellbeing initiatives.	\$3,120 \$3,436 \$316
Executive & 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.	\$4,712 \$3,961 (\$751)
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 controls.	\$2,617 \$2,559 (\$58)
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.	\$1,058 \$1,680 \$622
Organisational Performance	Provision of Council's Corporate Planning and Performance functions including the development and revision of the Council and Wellbeing Plan, Annual Report and Council's non-financial end-of-year reporting.	\$140 \$183 \$43

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 2020	RESULT 30 JUNE 2021	RESULT 30 JUNE 2022	RESULT 30 JUNE 2023	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	8.45%	10.13%	22.49%	19.82%	The number of resolutions made by Council at meetings closed to the public in 2022/23 to date is lower than in 2021/22. This is primarily due to a concerted effort by Council to lower the number of resolutions made in meetings closed to the public in an effort to increase transparency and openness.
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	67	65	64	70	The 2022/23 result is significantly improved in comparison to previous years and indicates the community is generally satisfied with community consultation and engagement.
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	93.06%	99.26%	96.7%	92.6%	Councillor attendance at meetings in the 2022/23 year was slightly reduced in comparison to the previous year.
Service cost G4 Cost of governance [Direct cost of the governance service/ Number of Councillors elected at the last Council general election]	\$62,066.93	\$51,431.07	\$60615.90	\$65600.78	There was a small increase in the cost of governance for the 2022/23 year. This is at least partially due to the determination made by the Victorian Independent Remuneration Tribunal to increase Councillor allowances, which is reflected in the costing.
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	67	66	65	70	The 2022/23 result is significantly improved in comparison to previous years and indicates the community is generally satisfied with the decisions that Council makes.



Governance and Management Information

Governance

Management Statement

Council has implemented a number of 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.

Members of the Audit and Risk Committee

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 2021/2022 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 2022/2023

Audit and Risk Committee Member	Position	Meetings Attended
Robert Tommasini	Chairperson	
	Independent external member	2
Farshan Mansoor	Independent external member	5
John Watson	Independent external member	5
Jeff Rigby	Independent external member	2
Cr Shannon	Councillor (until December 2022)	2
Cr Kesic	Councillor	4
Cr Carli	Councillor (From December 2022)	3

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

Internal Audit

The internal audit function for 2022/2023 was provided by auditors Moore Australia (Vic) Pty Ltd, under contract, that commenced 1 January 2021.

During 2022/2023, the following reports/audits were undertaken by Council's internal auditors:

- Follow Up Review – Validation and Impact
- Procurement
- Cyber Controls
- Maternal and Child Health
- Community Grant Management
- Compliance Framework

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 2022 and May 2023 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: 1 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 September 2021. 
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 September 2021. 
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: 28 June 2021. 
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: 26 June 2023. 
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 plan (Plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response, and recovery)	Prepared and maintained in accordance with section 20 of the Act. Date of preparation: 1 July 2020 
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 2020. Date of approval: 25 October 2021. 
11	Business continuity plan (Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Date of current plan: 1 June 2020 

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
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 preparation: 4 November 2021. 
13	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. 
14	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)	The current Audit & Risk Committee Charter was adopted by Council 31 August 2020. 
15	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. 
16	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)	Council has incorporated the Local Government Performance Reporting Framework into the Council and Wellbeing Plan 2021-2025 which was adopted by Council 27 September 2021. 
17	Council Plan reporting (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)	Dates for Council Annual Action Plan Progress Reporting to Council: 12/09/2022, 12/12/2022, 27/3/2023, 29/5/2023. Reporting on the Council Plan Strategic Indicators occurs twice a year via the Annual Report, adopted by Council, 10/10/2022 and the Midterm Performance Report to Executive, 6/3/2023 
18	Quarterly Budget Reports (Quarterly reports to Council under section 97 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	10/10/2022, 12/12/2022, 27/02/2023 and 29/05/2023 were dates that quarterly reports were presented to Council. 
19	Risk reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood, and consequences of occurring and risk minimisation strategies)	Report to the Audit & Risk Committee presented on 12/9/2022 and 26/6/2023. 
20	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 10/10/2022 and in a mid-term Executive Report on 6/3/2023. 

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
21	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 10/10/2022. ✓
22	Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed in accordance with the Act. Date reviewed: 8 February 2021 ✓
23	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 – 27/3/2023 Sub-delegation by CEO to Staff – 20/8/2021 Delegation by Council to Staff – 8/11/2021 Delegation by CEO to Staff – 20/8/2021 Delegation by CEO for VicSmart Applications – 20/8/2021 Sub-delegation by CEO to Staff (Toolern Delegations) – 7/6/2021 Delegation by Council to members of Delegated Committee ‘LeadWest Committee’ – 28/6/2021 ✓
24	Meeting procedures (Governance Rules governing the conduct of meetings of Council and delegated committees)	The Governance rules came into effect on 15/8/2022 ✓

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



Roslyn Wai
Chief Executive Officer
Dated: 28 July 2023



Cr Lara Carli
Mayor
Dated: 28 July 2023

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, the 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:

- Providing information to organisations represented in council and the Melton Service Provider Network meeting
- Working in partnership with the Carers Gateway (Bendigo Health – Melton catchment area) and building connections with young communities to identify and support young carers
- Working as a support partner with Carers Victoria for the delivery of ‘Navigating the NDIS Workshop’ in Melton (scheduled for delivery on 29 August, 2023, at the Melton Community Hall).
- Representation in the Carers Australia (Vic) and MAV Council Working Group 2022/23.
- Delivering the CARE Melton Expo 2022:
 - A Virtual Expo with 17 exhibitors. This virtual

expo had 551 page views on Care Expo day. The exhibitors were: Autism Spectrum Australia, Mambourin, Melton City Council Community Care and Active Living, Brotherhood of St Laurance, Gateway Community Services, All Round Coordination, Carer Solutions, Hearing Australia, Noah’s Ark, WCIG.

- The in-person Expo was held on Friday 14 October 2022 at Fraser Rise Community Centre with 38 Service Provider Exhibitors in attendance.
- 250 Showbags produced and 60 bags hand delivered to vulnerable community members.

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
- 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 2022/2023 financial year Council offered for tender or an expression of interest, 45 contracts for goods, services and works under its Procurement Policy.

In accordance with Section 108 (c) of the *Local Government Act 2020*, Council will first give consideration to collaboration with other councils and public bodies or utilise Collaborative Procurement Arrangements, when procuring goods, services and works in order to take advantage of economies of scale. For the 2022/2023 financial year Council engaged with 14 Collaborative Procurement arrangements across Procurement Australia, MAV and State Purchasing Contracts.



Council did enter into a contract above the tender threshold, which had an exemption approved under the title of “More Trees for a Cooler Greener West Phase 2”.

Executed Contract Name 2022/23

- Bridge Road Extension Construction
- Construction Services to upgrade existing changeroom facilities at Melton South Reserve Pavilion and Mt Carberry Reserve Pavilion
- Annual Unsealed Road Re-sheeting Program 22/23
- Aintree Children’s and Community Centre
- Weir Views Children’s and Community Centre
- THE EDGE Melton Botanic Gardens Temporary Art Installation: BIG SOIL
- Melton Civic Centre Project
- Changing Places- Caroline Springs Leisure Centre
- Hume Drive Culvert and Barrier Replacement
- Provision of Trades and Services
- Enterprise Services Solution
- MCC Pathways Condition Audit 2023/24

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. In accordance with the Act, Council must report on the implementation of the Disability Action Plan in the Annual Report.

The following highlights from the strategy were delivered in 2022/23:

- An increase in engagement with the Melton Service Provider Network (MSPN), with 254 members. In 2022, two in-person meetings were held showcasing Melton Council venues – Melton Library and Cobblebank Stadium. On average, approximately 26 members attended each meeting
- The MSPN Google Group exchanges information via email an average of two to four times a week. This has led to the production of a MSPN Resource Directory
- Continued to support the community to transition to the National Disability Insurance Scheme (NDIS)

- Social stories developed and made available on the Council website for all major Council events
- Easy English version of the Growing and Thriving, All Abilities and All Ages document was developed and made available on Council’s website
- Introduction of Chill Out Zones at all Council events
- Successfully advocated for the inclusion of 17 additional accessible parking spots for the Carols by Candlelight 2022 event
- Successfully advocated for additional funding being made available for people with disability as part of the FairGo 4 Youth funding grant
- Introduction of a new category in the Melton Business Excellence Awards (Award for Disability Initiative) – this new category is to acknowledge local businesses that have gone ‘above and beyond’ to make their business inclusive for people with a disability
- Commencement of construction for the Changing Place facility at Caroline Springs Leisure Centre (to be completed by August 2023)
- Update Access Keys for Melton and Caroline Springs Libraries and Learning Hubs
- Access Keys currently in development for Melton and Taylors Hill Youth Community Centres
- At the Young Communities Youth Forum, our Advocacy and Inclusion Officer delivered a presentation to the attendees on how Council is working toward an accessible and inclusive community for people with disability
- Young Communities and Early Years surveys were updated to capture information relating to people with a disability
- Establishment of the All-Abilities Social Group within the Timbertop Community Centre
- The Welcoming Project saw the auditing of five Council facilities using an accessibility and inclusion lens to identify gaps (project is ongoing)
- Successful application for a \$180,000 funding grant to provide a portable Changing Place
- Six, bi-monthly Disability Advisory Committee meetings were held in person.

Domestic Animal Management Plan

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

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

Key achievements in 2022/2023 included:

- Sending an SMS to all animal owners reminding them of the annual registration period
- Providing a discounted cat de-sexing program
- Commencing refurbishment of the Pound facility
- Council’s website updated daily providing information on responsible pet ownership, animals impounded and available for adoption
- As a new initiative, Council provided an online portal enabling animal owners to register their pets (in addition to receiving e-notices) and to access additional forms such as multiple animal permits
- All 10 domestic animal businesses operating in the City of Melton were inspected 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 financial year.

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 should:

- Be in writing
- Identify as clearly as possible which document is being requested
- Be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Further information can be found on Council’s website.

In 2022/23, Melton City Council received 56 requests for information under the *Freedom of Information Act 1982*. The results of the applications are as follows:

RESULT OF ACCESS	NUMBER OF REQUESTS
Access granted in full	1
Access granted in part	25
Access denied in full	2
Other:	
No documents	2
Request withdrawn	5
Request closed/did not proceed/not valid (no response from applicant)	14
Request not yet finalised as at 30 June 2022	6
Released outside the Act	0
Request transferred to another agency	1
Total Number of Requests	56

Public Interest Disclosures Procedures

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 2022/23, no disclosures were notified to Council officers appointed to receive disclosures, or 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 2022/23 financial year.

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 2022/23 year.

INDICATORS	CALCULATION	2022/23	2021/22
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	\$2,082	\$2,103
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	\$1,948	\$1,952
3 Average liabilities per assessment	Total liabilities/number of assessments in the adopted budget	\$1,771	\$1,911
4 Operating result per assessment	Net surplus/number of assessments in the adopted budget	\$5,460	\$4,258
5 Average operating expenditure per assessment	Operating expenditure/number of assessments in the adopted budget	\$3,281	\$2,809
6 Community satisfaction rating for overall performance generally of Council	Result from the annual Melton Council Community Satisfaction Survey	72	66
7 Average capital expenditure per assessment	Capital expenditure/number of assessments in the adopted budget	\$717	\$728
8 Renewal gap	Capital renewal/average annual asset consumption	23%	31%
9 Renewal and maintenance gap	Capital renewal and maintenance/average annual asset consumption planned maintenance	40%	43%
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	64
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	65

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 contributions including levies and works in kind. The report must be published in a council's Annual Report.

Table 1: Total DCP levies received in 2022-23 financial year

DCP name and year approved	Levies received in 2022-23 financial year (\$)
Diggers Rest (2012)	\$1,852,516.74
Melton North (2010)	\$57,638.00
Rockbank North (2012)	\$813,416.44
Taylors Hill West (2010)	-\$1,113.00
Toolern (2011)	\$10,044,977.66
Paynes Road	\$171,486.19
Toolern Park (2014)	\$53,879.00
TOTAL	\$12,992,801.03

* Levies include DIL and CIL

Table 2: DCP land, works, services or facilities accepted as works-in-kind in 2022/23 financial year

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Rockbank North (2012)	RD10	Vehicle Bridge 1. Construction of a two lane bridge over Kororoit Creek	Vehicle Bridge - Construction of a two lane bridge over Kororoit Creek was required as part of works associated with PA2017/5565 for a residential subdivision at Woodlea estate.	\$7,512,333.93
Rockbank North (2012)	CO3	Land for Community Centre 2. Land acquisition of 0.8 hectares for Community Centre.	Community Centre - Land acquisition was required as part of works associated with PA2017/5565 for a residential subdivision at Woodlea estate.	\$2,800,000.00
Toolern (2011)	OSO1	Purchase of 9.83 hectares of land for active open space required for AR01 and AR02.	Active Open Space - Land acquisition was required as part of works associated with PA2017/5955 for a residential subdivision at Opalia estate.	\$11,072,272.91
Toolern (2011)	CI04	Purchase of 0.80 hectares of land for multipurpose community centre.	Community Centre - Land acquisition was required as part of works associated with PA2017/5955 for a residential subdivision at Opalia estate.	\$1,438,769.93

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Toolern (2011)	RD06	East West Arterial: Toolern Creek to Ferris Road. Purchase land to increase reserve width from 0 metres to 38m for 1,680 metres (ultimate).	Toolern Creek to Ferris Road - Land acquisition was required as part of works associated with PA2018/6072 and PA2018/6076 for a residential subdivision at Atherstone estate.	\$4,053,776.77
Toolern (2011)	ITO5	East West Arterial and Ferris Road: Intersection. Purchase of 0.304 hectares of additional required land.	East West Arterial and Ferris Road - Land acquisition was required as part of works associated with PA2018/6076 for a residential subdivision at Atherstone estate.	\$266,459.41
Toolern (2011)	IT-19B	Intersection: Mount Cottrell Road and southern connector road – construction	Mount Cottrell Road - Construction of an intersection was required as part of works associated with PA2017/5804 for a residential subdivision at Thornhill Park estate.	\$527,860.83
Toolern (2011)	RD21	Ferris Road: Melbourne Ballarat Rail Line to East West Arterial. Purchase land to increase reserve width from 20 metres to 38 metres for balance of required land (excluding Property 30). Area= 3.45 hectares (ultimate).	Ferris Road - Land acquisition was required as part of works associated from Property 31 and 32 of the Toolern PSP.	\$475,000.00
Toolern Park (2014)	ITO1	East West Arterial and Toolern Park Road: Intersection (interim layout)	East West Arterial and Toolern Park Road - Land acquisition was required as part of works associated with PA2018/6072 for a residential subdivision at Atherstone estate.	\$73,043.48
Paynes Road	IT-19A	Intersection: Mount Cottrell Road and southern connector road – land	Mount Cottrell Road - Land acquisition was required as part of works associated with PA2017/5804 for a residential subdivision at Thornhill Park estate.	\$3,321,909.67
Paynes Road	IT-19B	Intersection: Mount Cottrell Road and southern connector road – construction	Mount Cottrell Road - Construction of an intersection was required as part of works associated with PA2017/5804 for a residential subdivision at Thornhill Park estate.	\$527,860.83
Paynes Road	CI-21A	Paynes Road Community Centre – land	Community Centre - Land acquisition was required as part of works associated with PA2018/6068 for a residential subdivision at The Village estate.	\$151,800.00
Paynes Road	PPC	Paynes Road DCP Preparation Costs	Paynes Road DCP Preparation Costs was required as part of works associated with PA2015/5038, PA2017/5804 and PA2017/5803 for a residential subdivision at Thornhill Park estate.	\$38,000.00
TOTAL				\$32,259,087.75

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)	\$6,980,612.10	\$0.00	\$7,289,994.81	\$14,270,606.91
TOTAL	\$6,980,612.10	\$0.00	\$7,289,994.81	\$14,270,606.91

Table 4: Land, works, services or facilities delivered in 2022-23 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 Contribution (\$)	Total Project Expenditure (\$)	Percentage of Item Delivered
Central Pavilion (Diggers Rest Community Hub) Construction of new pavilion to serve two ovals at Diggers Rest Recreation Reserve and Diggers Rest Tennis Club (including all building works)	ARO3	Diggers Rest (2012)	\$2,140,996.05	\$0.00	\$0.00	\$23,355.07	\$2,164,351.12	69.40%
Diggers Rest Recreation Reserve (Diggers Rest Community Hub) Upgrade of active open space reserve, including works associated with playing surfaces, car parking, landscaping and related infrastructure.	ARO4	Diggers Rest (2012)	\$3,461,398.56	\$0.00	\$0.00	\$37,758.69	\$3,499,157.25	69.40%
Coburns Road Duplication, Kurunjang Increase current reservation from 20 to 34m to allow for future duplication between (internal) east-west collector road and Minns Road.	RDO2	Melton North (2010)	\$62,842.00	\$0.00	\$0.00	\$0.00	\$62,842.00	100.00%
Aintree Kindergarten Expansion Construction of multi-purpose community centre including maternal and child health care services, pre-school, consulting suites and multi-purpose space and associated facilities including car parking and landscape works.	CO4	Rockbank North (2012)	\$354,982.68	\$0.00	\$0.00	\$0.00	\$354,982.68	12.88%

Project description	Project ID	DCP name and year approved	DCP Fund Expended (\$)	Works-In-Kind Accepted (\$)	Council's Contribution (\$)	Other Contribution (\$)	Total Project Expenditure (\$)	Percentage of Item Delivered
Roundabout - Mount Cottrell Road and Greigs Road, Strathulloh Intersection upgrade - construction of roundabout.	RD10	Toolern (2011)	\$3,400.00	\$0.00	\$19,800.88	\$0.00	\$23,200.88	0.50%
Roundabout - Mount Cottrell Road and Greigs Road, Strathulloh Intersection upgrade - construction of roundabout.	IT09	Toolern (2011)	\$20,310.00	\$0.00	\$64,185.60	\$0.00	\$84,495.60	100.00%
Road Construction - Bridge Road, Cobblebank Construction of signalised 4-way intersection and slip lanes.	IT15	Toolern (2011)	\$21,288.78	\$0.00	\$216,668.39	\$405,590.32	\$643,547.49	12.78%
Intersection Upgrade, Exford Road and Greigs Road- West Strathulloh Construction of protected right-turn lane and left-turn deceleration lane, including drainage and landscaping.	ITO4	Toolern (2011)	\$67,732.50	\$0.00	\$12,575.04	\$0.00	\$80,307.54	10.51%
Pedestrian Bridge over Toolern Creek, Strathulloh	BD06	Toolern (2011)	\$13,331.62	\$0.00	\$0.00	\$0.00	\$13,331.62	2.80%
Paynes Road Community Centre, Rockbank	CI-21B	Paynes Road	\$8,387,702.29	\$0.00	\$1,039,871.03	\$1,760,000.00	\$11,187,573.32	95.70%
Taylors Road upgrade - construction	DI_ RO_04a	Taylors Hill West (2010)	\$31,601.20	\$0.00	\$0.00	\$0.00	\$31,601.20	34.85%
Taylors Road duplication - construction	DI_ RO_04b	Taylors Hill West (2010)	\$7,853.88	\$0.00	\$0.00	\$0.00	\$7,853.88	34.85%
Abey Road and Bridge Native Vegetation Offsets	RD18	Toolern (2011)	\$11,258.54	\$0.00	\$0.00	\$0.00	\$11,258.54	57.02%
Abey Road and Bridge Native Vegetation Offsets	RD18A	Toolern (2011)	\$73.94	\$0.00	\$0.00	\$0.00	\$73.94	57.02%
Abey Road and Bridge Native Vegetation Offsets	RD18B	Toolern (2011)	\$6,088.75	\$0.00	\$0.00	\$0.00	\$6,088.75	57.02%
TOTAL			\$14,590,860.79	\$0.00	\$1,353,100.94	\$2,226,704.08	\$18,170,665.81	

Infrastructure Contributions Plan Report

Table 1: Total ICP monetary component received in 2022-23 financial year

Name of collecting agency	Name of ICP	Monetary component in levies received in 2022-23 financial year (\$)	Value of works in kind received in satisfaction of monetary component in 2022-23 financial year (\$)	Total monetary contribution received in 2022-23 financial year (\$)
Melton City Council	Plumpton & Kororoit (2018)	\$29,889,058.18	-\$183,581.68	\$29,705,476.50
Melton City Council	Mt Atkinson (2016)	\$1,314,381.00	\$4,976,467.45	\$6,290,848.45
TOTAL		\$31,203,439.18	\$4,792,885.77	\$35,996,324.95

Table 2: Inner public purpose land received in 2022-23 financial year

Name of Collecting Agency	Name of ICP	Land (or Project ID)	Land (or Project) Description
Melton City Council	Plumpton & Kororoit (2018)	LP-06	Local Park Purchase of land.
Melton City Council	Plumpton & Kororoit (2018)	LP-11	Local Park Purchase of land.
Melton City Council	Plumpton & Kororoit (2018)	LP-14	Local Park Purchase of land.
Melton City Council	Plumpton & Kororoit (2018)	LP-15	Local Park Purchase of land.
Melton City Council	Plumpton & Kororoit (2018)	LP-34	Local Park Purchase of land.
Melton City Council	Plumpton & Kororoit (2018)	IN-01	Intersection: Hopkins Road and Melton Highway Purchase of land for intersection at an ultimate standard. (Note: Hopkins Road section only).
Melton City Council	Plumpton & Kororoit (2018)	IN-11	Intersection: North-South Connector Road 5 and Tarleton Road Purchase of land for intersection at an ultimate standard.
Melton City Council	Plumpton & Kororoit (2018)	IN-14	Intersection: Hopkins 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-16	Intersection: Saric Court and Taylors Road 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)	RD-04	Hopkins Road: Tarleton Road (IN-08) to East-West Road 4 (IN-12) Purchase of land for a 41m wide road section (ultimate standard).

Name of Collecting Agency	Name of ICP	Land (or Project ID)	Land (or Project) Description
Melton City Council	Plumpton & Kororoit (2018)	RD-09	Tarleton Road: North-South Road 4 (IN-10) to North-South Road 5 (IN-11) Purchase of land for a 34m wide road section (ultimate standard).
Melton City Council	Plumpton & Kororoit (2018)	RD-11	Taylors Road: PSP Western PSP Boundary to Plumpton Road (IN-13) Purchase of land for a 41m wide road section (ultimate standard).
Melton City Council	Plumpton & Kororoit (2018)	RD-13	Taylors Road: Hopkins Road (IN-14) to Sinclairs Road (IN-15) Purchase of land for a 44m wide road section (ultimate standard).
Melton City Council	Plumpton & Kororoit (2018)	RD-17	Hopkins Road: Taylors Road (IN-14) to East-West Road 5 (IN-18) Purchase of land for a 41m road section (ultimate standard).
	Plumpton & Kororoit (2018)	RD-18	Hopkins Road: East-West Road 5 (IN-18) to Reed Court (IN-19) Purchase of land for a 41m road section 41m (ultimate standard).

Table 3: Total Land Equalisation Amount (LEA) received and Land Credit Amount (LCA) paid in 2022-23 financial year

Name of collecting agency	Name of ICP		Total of any LEAs received in 2022-23 financial year (\$)	Total of any LCAs paid in 2022-23 financial year (\$)
Melton City Council	Plumpton & Kororoit (2018)	\$11,961,641.62	\$24,195,152.57	\$0.00
Melton City Council	Mt Atkinson (2016)	\$1,809,209.43	\$19,643.76	\$0.00
TOTAL			\$24,214,796.33	\$0.00

Table 4: ICP works, services or facilities accepted as works-in-kind in 2022-23 financial year

Name of collecting agency	Name of ICP	Project ID	Project description	Item purpose	Project value (\$)
Melton City Council	Plumpton & Kororoit (2018)	IN-20	Intersection: Hopkins Road and East-West Road 6 Construction of connector road to primary arterial signalised 4-way intersection (interim standard).	Construction of an intersection was required as part of works associated with PA2017/5690 for a residential subdivision at Deanside Village estate.	\$73,154.94
Melton City Council	Plumpton & Kororoit (2018)	IN-21	Intersection: Hopkins Road and East-West Local Access Street Construction of primary arterial to town centre main street signalised T intersection (interim standard).	Construction of an intersection was required as part of works associated with PA2017/5690 for a residential subdivision at Deanside Village estate.	-\$293,423.91

Name of collecting agency	Name of ICP	Project ID	Project description	Item purpose	Project value (\$)
Melton City Council	Plumpton & Kororoit (2018)	IN-22	Intersection: Hopkins Road and Neale Road Construction of secondary arterial/connector road to primary arterial signalised 4-way intersection (interim standard) and habitat compensation obligations.	Construction of an intersection was required as part of works associated with PA2017/5690 for a residential subdivision at Deanside Village estate.	-\$128,444.65
Melton City Council	Plumpton & Kororoit (2018)	IN-23	Intersection: North-South Local Access Street and Neale Road Construction of local access street to secondary arterial signalised T intersection (interim standard) and habitat compensation obligations.	Construction of an intersection was required as part of works associated with PA2017/5690 for a residential subdivision at Deanside Village estate.	\$218,121.71
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).	Hopkins Road - Construction of a road was required as part of works associated with PA2017/5690 for a residential subdivision at Deanside Village estate.	-\$52,989.77
Melton City Council	Mt Atkinson (2016)	IT-04	Signalised intersection - Hopkins Road / east-west boulevard connector road. Construction of primary arterial to boulevard connector road 3-way signalised intersection (interim treatment)	Tarleton Road - Construction of a pedestrian signals was required as part of works associated with PA2018/6258 for a residential subdivision at Mt Atkinson estate.	\$4,976,467.45
Total					\$4,792,885.77

Table 5: Total ICP monetary contributions expended by development agency in 2022-23 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	ICP Money Expended (\$)	Percentage of project delivered
Melton City Council	Plumpton & Kororoit (2018)	IN-13	Intersection: Plumpton Road and Taylors Road Construction of connector road to primary arterial signalised 4-way intersection (interim standard) and habitat compensation obligations.	\$131,338.25	41.65%
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.	\$34,880.00	17.91%
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.	\$818,673.04	81.53%
Melton City Council	Plumpton & Kororoit (2018)	BR-03	Sinclairs Road Bridge Construction of a connector road bridge over the Kororoit Creek and habitat compensation obligations.	\$137,201.80	50.57%
Melton City Council	Mt Atkinson (2016)	CI-04	Mt Atkinson East Community Centre (Mt Atkinson East Community Hub) - Construction of a multi-purpose community centre (Level 1) at Mt Atkinson East Community Hub, including community rooms and additional facilities to cater for childcare and maternal child health.	\$2,708,661.43	98.59%
Total				\$3,830,754.52	

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 2022-23 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-06	Local Park Purchase of land.	Land for Local Park
Melton City Council	Plumpton & Kororoit (2018)	LP-11	Local Park Purchase of land.	Land for Local Park
Melton City Council	Plumpton & Kororoit (2018)	LP-14	Local Park Purchase of land.	Land for Local Park
Melton City Council	Plumpton & Kororoit (2018)	LP-15	Local Park Purchase of land.	Land for Local Park
Melton City Council	Plumpton & Kororoit (2018)	LP-34	Local Park Purchase of land.	Land for Local Park
Melton City Council	Plumpton & Kororoit (2018)	IN-01	Intersection: Hopkins Road and Melton Highway Purchase of land for intersection at an ultimate standard. (Note: Hopkins Road section only)	Road Widening for Intersection
Melton City Council	Plumpton & Kororoit (2018)	IN-11	Intersection: North-South Connector Road 5 and Tarleton Road Purchase of land for intersection at an ultimate standard.	Road Widening for Intersection
Melton City Council	Plumpton & Kororoit (2018)	IN-14	Intersection: Hopkins Road and Taylors Road Purchase of land for intersection at an ultimate standard.	Road Widening for 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 Intersection
Melton City Council	Plumpton & Kororoit (2018)	IN-16	Intersection: Saric Court and Taylors Road Purchase of land for intersection at an ultimate standard.	Road Widening for 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 Intersection
Melton City Council	Plumpton & Kororoit (2018)	RD-04	Hopkins Road: Tarleton Road (IN-08) to East-West Road 4 (IN-12) Purchase of land for a 41m wide road section (ultimate standard).	Road Widening for Road
Melton City Council	Plumpton & Kororoit (2018)	RD-09	Tarleton Road: North-South Road 4 (IN-10) to North-South Road 5 (IN-11) Purchase of land for a 34m wide road section (ultimate standard).	Road Widening for Road
Melton City Council	Plumpton & Kororoit (2018)	RD-11	Taylors Road: PSP Western PSP Boundary to Plumpton Road (IN-13) Purchase of land for a 41m wide road section (ultimate standard).	Road Widening for Road
Melton City Council	Plumpton & Kororoit (2018)	RD-13	Taylors Road: Hopkins Road (IN-14) to Sinclairs Road (IN-15) Purchase of land for a 44m wide road section (ultimate standard).	Road Widening for Road
Melton City Council	Plumpton & Kororoit (2018)	RD-17	Hopkins Road: Taylors Road (IN-14) to East-West Road 5 (IN-18) Purchase of land for a 41m road section (ultimate standard).	Road Widening for Road

Name of development agency	Name of ICP	Project ID	Project description	Use and development of land
Melton City Council	Plumpton & Kororoit (2018)	RD-18	Hopkins Road: East-West Road 5 (IN-18) to Reed Court (IN-19) Purchase of land for a 41m road section 41m (ultimate standard).	Road Widening for Road

Table 7: Use of works, services or facilities accepted as works-in-kind in 2022-23 financial year

Name of development agency	Name of ICP	Project ID	Project description	Use of land
Melton City Council	Plumpton & Kororoit (2018)	IN-20	Intersection: Hopkins Road and East-West Connector Road 6 Purchase of land for intersection at an ultimate standard.	Land acquisition of IN-20 was required for the purpose of construction of an intersection as part of works associated with PA2017/5690 for a residential subdivision at Deanside Village estate.
Melton City Council	Plumpton & Kororoit (2018)	IN-21	Intersection: Hopkins Road and East-West Local Access Street Purchase of land for intersection at an ultimate standard.	Land acquisition of IN-21 was required for the purpose of construction of an intersection as part of works associated with PA2017/5690 for a residential subdivision at Deanside Village estate.
Melton City Council	Plumpton & Kororoit (2018)	IN-22	Intersection: Hopkins Road and Neale Road Purchase of land for intersection at an ultimate standard.	Land acquisition of IN-22 was required for the purpose of construction of an intersection as part of works associated with PA2017/5690 for a residential subdivision at Deanside Village estate.
Melton City Council	Plumpton & Kororoit (2018)	IN-23	Intersection: North-South Local Access Street and Neale Road Purchase of land for intersection at an ultimate standard.	Land acquisition of IN-23 was required for the purpose of construction of an intersection as part of works associated with PA2017/5690 for a residential subdivision at Deanside Village estate.
Melton City Council	Plumpton & Kororoit (2018)	RD-20	Hopkins Road: Hopkins Road Bridge (BR-02) to East-West Road 6 (IN-20) Purchase of land for a 41m wide road section (ultimate standard).	Land acquisition of RD-20 was required for the purpose of a road construction as part of works associated with PA2017/5690 for a residential subdivision at Deanside Village estate.
Melton City Council	Mt Atkinson (2016)	IT-04	Signalised intersection - Hopkins Road / east-west boulevard connector road. Construction of primary arterial to boulevard connector road 3-way signalised intersection (interim treatment)	Tarleton Road - Construction of a pedestrian signals was required as part of works associated with PA2018/6258 for a residential subdivision at Mt Atkinson estate.

Table 8: Expenditure of ICP land equalisation amounts in 2022-23 financial year

Name of development agency	Name of ICP	Project ID	Project description	Land equalisation amounts expended (\$)
Nil	Nil	Nil	Nil	Nil
TOTAL				\$0

Glossary of terms related to the non-financial sections

Act	In terms of the Annual Report, means the <i>Local Government Act 2020</i>
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
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
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
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
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
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
Financial year	means the period of 12 months ending on 30 June each year
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
Indicator	means what will be measured to assess performance
Initiatives	means actions that are one-off in nature and/or lead to improvements in service
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
Measure	means how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator
Minister	means the Minister for Local Government

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
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
Regulations	means the Local Government (Planning and Reporting) Regulations 2014
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
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
Services	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community
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
Service performance indicators	means a prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes
Strategic objectives	means the outcomes a council is seeking to achieve over the next four years and included in the council plan
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
Strategies	means high level actions directed at achieving the strategic objectives in the council plan
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



FINANCIAL REPORT



Annual Financial Report

Performance Statement

For the year ended 30 June 2023

Description of municipality

The Melton City Council (the council) is one of the fastest growing municipalities in Australia, offering the best in urban and rural lifestyles and affordable land within a comfortable commuting distance from Melbourne, Victoria and links to Melbourne's key freeways, airports and the Port of Melbourne.

The City of Melton embraces a series of townships and communities including Caroline Springs (19 kilometres west of Melbourne's CBD) and Melton (35 kilometres west of Melbourne's CBD).

The council is also the home of harness racing. Tabcorp Park, the harness racing and entertainment complex in Melton, along with many horse trainers, training facilities and breeders located in the City of Melton enhances the City's reputation as one of the premier equine municipalities in the country.

Other Information

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 sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. 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 basis 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).

The performance statement presents the actual results for the current and three preceding years and for the prescribed financial performance indicators and measures, informed mainly by Council's budget and 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.

The forecast figures included in the performance statement are mainly those adopted by Council in its Budget document adopted on 26 June 2023 and which forms part of the Council Financial Plan. The Budget document and Financial Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving financial sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Budget Document can be obtained from Council's website (melton.vic.gov.au) or by contacting Council.

Sustainable Capacity Indicators

For the year ended 30 June 2023

	Results				Material Variations
	Indicator /measure	2020	2021	2022	
C1	Population				
	Expenses per head of municipal population [Total expenses / Municipal population]	\$1,078.38	\$1,070.71	\$1,090.86	\$1,199.04 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]	\$11,604.68	\$12,113.97	\$12,260.45	\$14,986.40 Infrastructure constructed within the municipality has and will continue to increase at levels higher than population growth. Increase over the last 4 years is due to the significant amount of contributed assets which is due to a high level of development activity. Recent trend is likely to continue.
C3	Population density per length of road [Municipal population / Kilometres of local roads]	138.79	136.74	135.36	132.46 Results reflect a significant investment in road infrastructure that has been consistent over the past four years. The population density is reflective of the growth in development within the municipality.
C4	Own-source revenue				
C5	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$824.47	\$955.30	\$1,014.47	\$1,085.94 Indicator is impacted by fluctuations in populations data and development within the municipality. The 2022-23 result was impacted by significant development contribution income as a result of this development growth.
	Recurrent grants Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$176.82	\$165.71	\$193.45	\$227.10 The variance is mainly due to 100% receipt of Financial Assistance Grant from Victorian Grants Commission rather than the 75% received in 2021-22 and originally scheduled.
C6	Relative socio-economic disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	5.00	5.00	5.00	5.00 Results have been consistent over the past four years. Melton ranks 347 out of 544 local government areas with SEIFA scores across Australia. A low score indicates relatively greater disadvantage in general whilst a high score indicates a relative lack of disadvantage in general.
C7	Workforce turnover				
C7	Staff turnover rate [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	15.65%	14.20%	21.55%	17.12% Staff turnover rate varies from year to year. In the financial year 2022/23 there was an improvement in the ratio as Council implemented an new organisational structure and continued to fill vacant positions.

Service Performance Indicators

For the year ended 30 June 2023

	Results				Material Variations
	Service/indicator /measure	2020	2021	2022	
AF6	Aquatic facilities				
	Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	0.96	0.43	1.00	1.61 Improvements made to the facility and a return to pre-covid access to the facility have seen a significant increase in attendance figures compared to the previous years. Council now has a waiting list for its Learn to Swim program.
AM7	Animal management				
	Health and safety Animal management prosecutions [Number of successful animal management prosecutions/Number of animal management prosecutions] x100	86%	100%	100%	100% There were 24 matters sent for prosecution with all resulting in prosecutions against the owners of the offending animals.
FS4	Food safety				
FS4	Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	0.00%	0.00%	100.00%	0.00% No notifications received to the end of June 2023.

Service Performance Indicators

For the year ended 30 June 2023

Results					
Service/indicator /measure	2020	2021	2022	2023	Material Variations
Governance					
Satisfaction					
G5 [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	67	66	65	70	The 2022/23 result is significantly improved in comparison to previous years and indicates the community is generally satisfied with the decisions that Council makes.
Libraries					
Participation					
LB4 Active library borrowers in municipality [Number of active library borrowers in the last three years/ The sum of the population for the last three years] x100	8.66%	6.74%	5.81%	5.85%	Active membership is within the threshold and is comparable to the same time last year. This demonstrates that the collections that we provide are meeting the community's needs and the community continue to engage with the library service by accessing resources.
Maternal and child health					
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	64.86%	62.66%	55.98%	52.80%	The decrease in participation is a direct result of increased birth rates combined with a shortage of MCH Nurses, which has resulted in a shift to a prioritised MCH service for infants from birth to 12 months, ATSI children and vulnerable families.
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] x100	70.63%	71.07%	64.03%	80.04%	MCH has implemented new strategies to engage with Melton City's Aboriginal and Torres Strait Islander families which has yielded an increase in participation for this group. 221 Aboriginal children attended the MCH service at least once in the year and 276 Aboriginal children enrolled in the MCH service.

Service Performance Indicators

For the year ended 30 June 2023

Results					
Service/indicator /measure	2020	2021	2022	2023	Material Variations
Roads					
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]	67	64	60	68	The increase in community satisfaction is likely resulting from a number of road connections being completed and re-opened or sealed. The satisfaction rating has returned to pre-covid levels.
Statutory Planning					
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	100.00%	53.33%	55.56%	25.00%	There was an additional six applications during the year, however they were not decided by VCAT prior to 30 June 2023 and therefore were not included in 2022/23. Of the four applications decided one was found in support of Council's original decision.
Waste Collection					
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	43.41%	43.48%	43.44%	43.43%	The kerbside collection landfill diversion rate remains around 43%. Despite processing more due to the growth in properties this is offset by the reduction in recycling stream contamination and uptake of other waste disposal options. In 2022/23, Council conducted a number of waste education related activities with a focus on reducing contamination in the recycling and FOGO streams.

Financial Performance Indicators

For the year ended 30 June 2023

	Results					Forecast				Material Variations
	Dimension/indicator /measure	2020	2021	2022	2023	2024	2025	2026	2027	
E4	Efficiency									
	Revenue level									
	Average rate per property assessment [General rates and Municipal charges/ Number of property assessments]	\$1,583.94	\$1,685.11	\$1,671.45	\$1,671.52	\$1,693.23	\$1,662.08	\$1,709.28	\$1,754.04	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.
E2	Expenditure level									
	Expenses per property assessment [Total expenses / Number of property assessments]	\$2,871.35	\$2,767.63	\$2,654.13	\$2,786.17	\$2,632.70	\$2,521.76	\$2,567.19	\$2,614.07	The movement in this indicator is largely due to the recruitment of vacant roles from previous year. Council continues to monitor expenditure.
L1	Liquidity									
	Working capital									
	Current assets compared to current liabilities [Current assets / Current liabilities] x100	524.76%	375.53%	311.41%	389.34%	632.90%	707.61%	514.87%	570.10%	Favourable movement in this ratio is largely due to inflows of significant developer monetary contributions. 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 2023

	Results					Forecast				
	Dimension/indicator /measure	2020	2021	2022	2023	2024	2025	2026	2027	Material Variations
L2	Unrestricted cash									
	Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-61.11%	-156.53%	-296.08%	-349.73%	211.43%	226.61%	92.71%	62.82%	Movements in actual figures in years 2019-20 and 2020-21 relates to classification of term deposits greater than 90 days as Other Financial Assets. In 2022-23 there was an increase in developer contribution reserves which is reflective of the deterioration in the unrestricted cash ratio. Forecasts assume term deposits are classified as cash. Positive trend is due to projected operating surpluses in future years.
O5	Obligations									
	Asset renewal and upgrade									
	Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expenses/ Asset depreciation] x100	86.46%	37.62%	46.40%	35.52%	87.81%	46.16%	48.31%	31.49%	Asset renewal expenditure in 2022/23 has reduced. Council assets are largely new and therefore don't require significant renewal expenditure in the short to medium term. Council will have significant growth in assets in the medium to long term and therefore higher depreciation charge.
O2	Loans and borrowings									
	Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	10.44%	7.92%	5.58%	3.55%	1.77%	0.48%	0.00%	0.00%	Council continued to repay borrowings as they mature and has had sufficient cash inflows to achieve this.
O3	Loans and borrowings repayments									
	Loans and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	2.89%	2.08%	1.89%	1.71%	1.56%	1.21%	0.46%	0.00%	Council continued to repay borrowings as they mature and has had sufficient cash inflows to achieve this.

Financial Performance Indicators

For the year ended 30 June 2023

	Dimension/indicator / measure	Results				Forecast				Material Variations
		2020	2021	2022	2023	2024	2025	2026	2027	
O4	Obligations (cont.)									
	Indebtedness									
	Non-current liabilities compared to own source revenue	15.40%	11.32%	12.29%	13.84%	10.14%	9.15%	9.15%	8.49%	Council's Non Current Liabilities continue to remain stable and at manageable levels.
	[Non-current liabilities / Own source revenue] x100									
OP1	Operating position									
	Adjusted underlying result									
	Adjusted underlying surplus (or deficit)	-7.26%	19.33%	33.28%	31.27%	42.05%	34.40%	25.70%	22.44%	The result for this indicator is consistent with the previous year where the economy was coming out of the pandemic. It is largely impacted by the sale of land through Council's Atherstone project. Over the next four years, it is expected this sales revenue will decline as the project is completed.
	[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100									
S1	Stability									
	Rates concentration									
	Rates compared to adjusted underlying revenue	71.44%	56.15%	48.43%	48.35%	43.23%	49.77%	56.54%	59.18%	Council has and will continue to have a high level of growth in rate revenue. Fluctuations in land sales income will impact this indicator.
	[Rate revenue / Adjusted underlying revenue] x100									
S2	Rates effort									
	Rates compared to property values	0.33%	0.34%	0.34%	0.32%	0.32%	0.32%	0.30%	0.29%	This measure has remained stable over recent years. Council is projected to have a high level of growth in rates revenue.
	[Rate revenue / Capital improved value of rateable properties in the municipality] x100									

Certification of 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.

Peter Leersen CPA
Principal Accounting Officer
Dated: 25 September 2023

In our opinion, the accompanying performance statement of the Melton City Council for the year ended 30 June 2023 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 the performance statement in their final form.

Cr Lara Carli
Mayor
Dated: 25 September 2023
232 High Street, Melton VIC

Cr Julie Shanon
Deputy Mayor
Dated: 25 September 2023
232 High Street, Melton VIC

Roslyn Wai
Chief Executive Officer
Dated: 25 September 2023
232 High Street, Melton VIC

Independent Auditor’s report



Independent Auditor’s Report

To the Councillors of Melton City Council

Opinion	<p>I have audited the accompanying performance statement of Melton City Council (the council) which comprises the:</p> <ul style="list-style-type: none">• description of municipality for the year ended 30 June 2023• sustainable capacity indicators for the year ended 30 June 2023• service performance indicators for the year ended 30 June 2023• financial performance indicators for the year ended 30 June 2023• other information and• certification of the performance statement. <p>In my opinion, the performance statement of Melton City Council in respect of the year ended 30 June 2023 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 <i>Local Government (Planning and Reporting) Regulations 2020</i>.</p>
Basis for Opinion	<p>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.</p> <p>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 <i>APES 110 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.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>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 the <i>Local Government (Planning and Reporting) Regulations 2020</i> 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.</p>

Auditor’s responsibilities for the audit of the performance statement	<p>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:</p> <ul style="list-style-type: none">• 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. <p>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.</p>
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MELBOURNE
10 October 2023

Travis Derricott
as delegate for the Auditor-General of Victoria

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Content Overview

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 25 September 2023. Council has the power to amend and reissue these financial statements.

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Certification of Financial Statements

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.

Peter Leersen CPA
Chief Financial Officer
Dated: 25 September 2023
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 2023 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.

Lara Carli
Mayor
Dated: 25 September 2023
232 High Street, Melton VIC

Julie Shanon
Deputy Mayor
Dated: 25 September 2023
232 High Street, Melton VIC

Roslyn Wai
Chief Executive Officer
Dated: 25 September 2023
232 High Street, Melton VIC

Victorian Auditor-General's Office Audit Report



Independent Auditor's Report

To the Councillors of Melton City Council

Opinion	<p>I have audited the financial report of Melton City Council (the council) which comprises the:</p> <ul style="list-style-type: none">balance sheet as at 30 June 2023comprehensive income statement for the year then endedstatement of changes in equity for the year then endedstatement of cash flows for the year then endedstatement of capital works for the year then endednotes to the financial statements, including significant accounting policiescertification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2023 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 <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>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.</p> <p>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 <i>APES 110 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.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, 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.</p> <p>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.</p>



Understanding Council’s Financial Report

For the year ended 30 June 2023

Introduction

Each year, individual Local Governments across Victoria are required to present a set of audited financial statements to their council and community.

What you will find in the Report

The financial report set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2023.

The format of the financial report is standard across all Victorian Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by Local Government Victoria.

About the Certification of the Financial Statements

The financial statements must be certified by senior staff and Councillors as “presenting fairly” the Council’s financial results for the year as well as Council’s financial position, and are required to be adopted by Council - ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five “primary” financial statements:

1. Comprehensive Income Statement

Summarises Council’s financial performance for the year, listing all income & expenses.

Includes other comprehensive income which primarily records changes in the fair values of Council’s property, infrastructure, plant and equipment.

2. Balance Sheet

A 30 June snapshot of Council’s financial position indicating its assets, liabilities and “net wealth”.

3. Statement of Changes in Equity

The overall change for the year (in dollars) of Council’s “net wealth”.

4. Statement of Cash Flows

Indicates where Council’s cash came from and where it was spent.

5. Statement of Capital Works

This statement details all amounts expended by Council on capital works.

About the Notes to the Financial Statements

The Notes to the financial statements provide greater detail and additional information on the five primary financial statements and together with the primary financial statements, make up the financial report.

About the Auditor’s Reports

Council’s financial statements are required to be audited by external accountants (that generally specialise in local government).

The auditor provides an audit reports which gives an opinion on whether the financial statements present fairly the Council’s financial performance and position.

Who uses the Financial Report?

The financial report is a publicly available document and is used by (but not limited to) Councillors, residents and ratepayers, employees, suppliers, contractors, customers, Local Government Victoria, state and federal governments, and financiers including banks and other financial institutions.

The financial statements must be presented at a Council meeting no later than one month after submitting the annual report to the Minister.

Auditor’s responsibilities for the audit of the financial report

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

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

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

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

Travis Derricott

as delegate for the Auditor-General of Victoria

MELBOURNE
10 October 2023

Financial Statements

Comprehensive Income Statement

For the year ended 30 June 2023

	Notes	2023 \$ '000	2022 \$ '000
Income / Revenue			
Rates and charges	3.1	162,701	148,340
Statutory fees and fines	3.2	12,753	11,279
User fees	3.3	11,196	9,594
Grants - operating	3.4	46,321	38,505
Grants - capital	3.4	13,865	14,825
Contributions - monetary	3.5	79,668	74,089
Contributions - non monetary	3.5	304,619	178,308
Net gain on disposal of property, infrastructure, plant and equipment	3.6	1,274	12,635
Fair value increment on investment properties	6.4	100	1,475
Other income	3.7	21,415	6,733
Total income / revenue		653,912	495,783
Expenses			
Employee costs	4.1	66,825	63,872
Materials and services	4.2	111,428	88,169
Depreciation	4.3	49,757	44,514
Amortisation - Intangible assets		327	327
Amortisation - Right of use assets		521	674
Bad and doubtful debts - allowance for impairment losses		2,090	295
Borrowing costs		283	407
Finance Costs - Leases		20	32
Revaluation decrement of IPP&E	6.2	—	6,078
Total expenses		231,251	204,368
Surplus/(deficit) for the year		422,661	291,415
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	375,888	133,225
Total other comprehensive income		375,888	133,225
Total comprehensive result		798,549	424,640

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

Balance Sheet

For the year ended 30 June 2023

	Notes	2023 \$ '000	2022 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	23,401	17,204
Non-current assets classified as "held for sale"		78	11
Trade and other receivables	5.1	59,704	21,132
Prepayments	5.2	461	462
Other financial assets	5.1	309,000	288,510
Inventories	5.2	12	38
Other assets	5.2	26,388	28,181
Total current assets		419,044	355,538
Non-current assets			
Other financial assets	5.1	239,000	181,977
Inventories	5.2	16	21
Property, infrastructure, plant and equipment	6.2	3,753,385	3,075,718
Investment property		8,550	8,450
Intangible assets	5.2	2,050	2,377
Right-of-use assets		482	813
Total non-current assets		4,003,483	3,269,356
Total assets		4,422,527	3,624,894
Liabilities			
Current liabilities			
Trade and other payables	5.3	51,187	48,607
Trust funds and deposits	5.3	14,281	24,192
Unearned income/revenue	5.3	25,664	25,975
Provisions	5.5	13,608	12,784
Interest-bearing liabilities	5.4	2,607	2,502
Lease liabilities		283	117
Total current liabilities		107,630	114,177
Non-current liabilities			
Trust funds and deposits	5.3	23,789	15,422
Provisions	5.5	1,795	1,451
Interest-bearing liabilities	5.4	3,163	5,770
Lease liabilities		237	710
Total non-current liabilities		28,984	23,353
Total liabilities		136,614	137,530
Net assets		4,285,913	3,487,364
Equity			
Accumulated surplus		2,343,662	1,989,825
Reserves	9.1	1,942,251	1,497,539
Total Equity		4,285,913	3,487,364

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

Statement of Changes in Equity

For the year ended 30 June 2023

	Note	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
2023					
Balance at beginning of the financial year		3,487,364	1,989,825	1,086,870	410,669
Surplus/(deficit) for the year		422,661	422,661	—	—
Other comprehensive income					
Net asset revaluation increment/(decrement)		375,888	—	375,888	—
Other comprehensive income		375,888	—	375,888	—
Total comprehensive income		798,549	422,661	375,888	—
Transfers to other reserves	9.1	—	81,126	—	(81,126)
Transfers from other reserves	9.1	—	(149,950)	—	149,950
Balance at end of the financial year		4,285,913	2,343,662	1,462,758	479,493
2022					
Balance at beginning of the financial year		3,062,724	1,847,702	953,645	261,377
Surplus/(deficit) for the year		291,415	291,415	—	—
Other comprehensive income					
Net asset revaluation increment/(decrement)		133,225	—	133,225	—
Other comprehensive income		133,225	—	133,225	—
Total comprehensive income		424,640	291,415	133,225	—
Transfers to other reserves	9.1	—	48,646	—	(48,646)
Transfers from other reserves	9.1	—	(197,938)	—	197,938
Balance at end of the financial year		3,487,364	1,989,825	1,086,870	410,669

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 2023

		2023 Inflows/ (Outflows) \$ '000	2022 Inflows/ (Outflows) \$ '000
	Notes		
Cash flows from operating activities			
Rates and charges		156,528	147,398
Statutory fees and fines		12,528	11,279
User fees		10,939	9,594
Grants - operating		46,785	31,564
Grants - capital		13,666	8,433
Contributions - monetary		79,668	74,089
Interest received		17,295	2,563
Trust funds and deposits taken		(1,544)	12,321
Other receipts		(25,589)	(84)
Net GST refund/(payment)		21,342	12,465
Employee costs		(65,657)	(63,919)
Materials and services		(108,841)	(84,908)
Other payments		(24,398)	(10,248)
Net cash provided by/(used in) operating activities	9.2	132,722	150,547
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(58,675)	(53,189)
Proceeds from sale of property, infrastructure, plant and equipment		12,865	24,192
Payments for investments		(77,413)	(176,293)
Net cash provided by/(used in) investing activities		(123,223)	(205,290)
Cash flows from financing activities			
Finance costs		(283)	(407)
Repayment of borrowings		(2,502)	(2,402)
Interest paid - lease liability		(20)	(32)
Repayment of lease liabilities		(497)	(672)
Net cash flow provided by/(used in) financing activities		(3,302)	(3,513)
Net Increase (decrease) in cash and cash equivalents		6,197	(58,256)
Cash and cash equivalents at the beginning of the financial year		17,204	75,460
Cash and cash equivalents at the end of the financial year		23,401	17,204

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 2023

	2023 \$ '000	2022 \$ '000
Property		
Buildings	26,898	15,208
Total buildings	26,898	15,208
Total property	26,898	15,208
Plant and equipment		
Fixtures, fittings and furniture	72	102
Computers and telecommunications	299	94
Library books	498	475
Total plant and equipment	869	671
Infrastructure		
Roads	17,720	15,763
Bridges	659	428
Footpaths and cycleways	2,020	1,472
Drainage	410	470
Recreational, leisure and community facilities	2,398	13,683
Off street car parks	2,845	1,422
Public Art	–	179
Kerb & Channel	146	163
Traffic Management Devices	914	576
Other infrastructure	453	1,308
Total infrastructure	27,565	35,464
Total capital works expenditure	55,332	51,343
Represented by:		
New asset expenditure	29,061	24,298
Asset renewal expenditure	11,621	13,613
Asset expansion expenditure	8,598	6,391
Asset upgrade expenditure	6,052	7,041
Total capital works expenditure	55,332	51,343

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

Annual Financial Report

For the year ended 30 June 2023

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.

Significant accounting policies

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.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2.)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2.).
- the determination of employee provisions (refer to Note 5.5.).
- the determination of landfill provisions (refer to Note 5.5.)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- 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.

Annual Financial Report

For the year ended 30 June 2023

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.

1.2 Impact of Covid-19

During 2022-23 the Covid-19 pandemic continued to impact on Council's operations. Council has noted the following significant impacts on its financial operations:

- Additional revenue – Council has recognised as income several grants which have been made available to facilitate the community's response to Covid-19 which have come to an end in 2022-23. The most significant of these grants include Covid-19 Working for Victoria, CALD Communities Taskforce, and COVIDSafe Outdoor Activation. Council was able to charge the full fees post Covid-19 for renewal of registrations in relation to Food Act and Health Act to meet the budgets in 2022-23.
- Additional costs – Expenditure was incurred in meeting the service obligations of grants associated with Council's response to Covid-19, listed above. This expenditure offsets any benefit received from additional grant revenues. Further, despite an overall expenditure underspend relative to the adopted budget, some services within Council observed price growth which was above expectation, particularly in materials and goods, and this was attributable to the impact of Covid-19 on manufacturing and the supply chain.

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Notes to the Financial Statements

For the year ended 30 June 2023

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*.

	Budget 2023 \$ '000	Actual 2023 \$ '000	Variance \$ '000	Variance %	Ref
2.1.1 Income / Revenue and expenditure					
Income / Revenue					
Rates and charges	163,409	162,701	(708)	(0.43)%	1
Statutory fees and fines	13,248	12,753	(495)	(3.74)%	2
User fees	13,680	11,196	(2,484)	(18.16)%	3
Grants - operating	33,025	46,321	13,296	40.26%	4
Grants - capital	18,097	13,865	(4,232)	(23.39)%	5
Contributions - monetary	135,854	79,668	(56,186)	(41.36)%	6
Contributions - non monetary	180,183	304,619	124,436	69.06%	7
Net gain on disposal of property, infrastructure, plant and equipment	16,778	1,274	(15,504)	(92.41)%	8
Fair value increment on investment properties	—	100	100	—	
Other income	7,566	21,415	13,849	183.04%	9
Total income / revenue	581,840	653,912	72,072	12.39%	
Expenses					
Employee costs	74,345	66,825	7,520	10.12%	10
Materials and services	105,496	111,428	(5,932)	(5.62)%	11
Depreciation	48,054	49,757	(1,703)	(3.54)%	12
Amortisation - intangible assets	327	327	—	0.00%	
Amortisation - right of use assets	461	521	(60)	(13.02)%	13
Bad and doubtful debts - allowance for impairment losses	1,561	2,090	(529)	(33.89)%	14
Borrowing costs	295	283	12	4.07%	
Finance costs - leases	22	20	2	9.09%	
Total expenses	230,561	231,251	(690)	(0.30)%	
Surplus/(deficit) for the year	351,279	422,661	71,382	20.32%	

Notes to the Financial Statements

For the year ended 30 June 2023

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 fewer supplementary rates than originally budgeted. This was predominately due to a backlog in occupancy permits being recorded.
2.	The unfavourable variance to budget in Statutory Fees and Fines is due to unfavourable economic conditions giving rise to a slow down in the Building industry translating into lower than anticipated Permit Fees associated with new developments, building and subdivision activities across Council. These are partly offset by higher than anticipated revenues from Parking and Litter Fines.
3.	User fees ended the year with an unfavourable variance to budget primarily due to subdivisional growth having slowed resulting from the economic downturn. This was partly offset by better than anticipated results against administrative town planning fees as well as Kindergarten registration fees.
4.	<p>The favourable variance to budget in Operating Grants is mainly due to 100% receipt of the Financial Assistance Grant from Victoria Grants Commission rather than the 75% that had originally been scheduled. Unbudgeted grant income also contributed to the overall favourable variance including:</p> <p><i>Community Activations and Social Isolations (CASI)</i> <i>Common Provisions Project</i> <i>Empowering Communities Project.</i></p> <p>The unfavourable variance to budget against Capital Grants is primarily due to a number of budgeted grants not being received including:</p> <p><i>Mt Atkinson East Sports Reserve, Mt Atkinson</i> <i>Diggers Rest Community Pavilion & Oval No2</i></p> <p>Conversely, these were offset by unbudgeted Capital Grant income received including:</p> <p><i>Thornhill Park Children's and Community Centre</i> <i>Plumpton Children's Centre & Neighbourhood House</i> <i>Weir Views Childrens and Community Centre</i> <i>Aintree Community Hub.</i></p>
6.	Monetary contribution's ended the year unfavourable to budget because development stages budgeted to be completed during 2022-23 were not delivered on time by developers. Revised Statement's of Compliance (SOC's), now have those stages scheduled to be completed in 2023-24.
7.	The non-monetary contribution is higher than expected due to the recognition of subdivision works completed which had not been budgeted. This was offset by the rolling credit recognition which was below projection and was mainly due to works in kind and land in kind not delivered during the year in the Woodlea subdivision.
8.	Lower than anticipated land sales volume within the Atherstone development is the main contributor to the unfavourable variance. This was offset by a higher than anticipated amount of infrastructure assets being written off.
9.	The favourable variance in Other Income is mainly attributable to interest on investments providing higher returns than budgeted due to a higher than anticipated cash rate.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 2.1 Performance against budget (continued)

10.

Employee costs are favourable to budget due to unfilled vacancies across Council particularly against the City Life and City Delivery Directorate's including:

Community Safety - predominately against School Crossing's
Community Care and Active Living - predominately against Client Connections

This is partly offset by the costs of contract labour required to fill some of these vacant roles which forms part of Materials and Services.
- 11

The unfavourable variance to budget in Materials and Services has predominately arisen as a result of unbudgeted maintenance costs which had originally been budgeted against capital expenditure. Conversely, this is one of the contributing factors to the favourable variance to budget against Capital expenditure. Other material factors contributing to the unfavourable variance against Materials and Services include: Information Technology - Support & Operations related to Network Communications was higher than expected, the Azure Platform Migration had not been budgeted, and Cloud Hosting costs ended up being higher than originally anticipated. Contract Labour - utilised to fill staff vacancies. The unfavourable variance against Contract Labour partly offsets the favourable variance realised against Employee Benefits.
- 12

This unfavourable variance is mainly due to more Drainage and Road assets being capitalised sooner than originally anticipated and fewer Traffic Management and Building assets being capitalised than originally anticipated.
- 13

Amortisation - right of use assets ended the year with an unfavourable variance to budget mainly as a result of an increased number of leased vehicles than anticipated, partly offset by a lower than anticipated level of equipment leases.
- 14

This unfavourable variance is predominately due to internal reviews resulting in the withdrawal of Litter and other Local Laws fines which had been issued in error combined with legislative timeframes for internal review having lapsed.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 2.1 Performance against budget (continued)

	Budget 2023 \$ '000	Actual 2023 \$ '000	Variance \$ '000	Variance %	Ref
2.1.2 Capital works					
Property					
Land	—	—	—	—	
Total land	—	—	—	—	
Buildings	37,047	26,898	(10,149)	(27.39)%	1
Total buildings	37,047	26,898	(10,149)	(27.39)%	
Total property	37,047	26,898	(10,149)	(27.39)%	
Plant and equipment					
Fixtures, fittings and furniture	155	72	(83)	(53.55)%	2
Computers and telecommunications	300	299	(1)	(0.33)%	
Library books	484	498	14	2.89%	
Total plant and equipment	939	869	(70)	(7.45)%	
Infrastructure					
Roads	26,093	17,720	(8,373)	(32.09)%	3
Bridges	1,360	659	(701)	(51.54)%	4
Footpaths and cycleways	2,560	2,020	(540)	(21.09)%	5
Drainage	1,048	410	(638)	(60.88)%	6
Recreational, leisure and community facilities	14,005	2,398	(11,607)	(82.88)%	7
Off street car parks	2,190	2,845	655	29.91%	8
Public Art	452	—	(452)	(100.00)%	9
Kerb & Channel	133	146	13	9.77%	10
Traffic Management Devices	1,520	914	(606)	(39.87)%	11
Other infrastructure	1,686	453	(1,233)	(73.13)%	12
Total infrastructure	51,047	27,565	(23,482)	(46.00)%	
Total capital works expenditure	89,033	55,332	(33,701)	(37.85)%	
Represented by:					
New asset expenditure	52,074	29,061	(23,013)	(44.19)%	
Asset renewal expenditure	10,288	11,621	1,333	12.96%	
Asset expansion expenditure	16,773	8,598	(8,175)	(48.74)%	
Asset upgrade expenditure	9,898	6,052	(3,846)	(38.86)%	
Total capital works expenditure	89,033	55,332	(33,701)	(37.85)%	

Notes to the Financial Statements

For the year ended 30 June 2023

Note 2.1 Performance against budget (continued)

Variance Ref	Explanation
1.	<p>This overall underspend against Building expenditure is predominately due to construction delays on two projects, namely:</p> <p>(a) Mt Atkinson East Community Hub - delays in finalisation of section 173 agreement with developer.</p> <p>(b) Macpherson Park Rugby Pavilion & Pitch - Stage 3 - Delays due to site latent condition on finalising legal point of discharge. Flood Consultant to be engaged to resolve matter.</p> <p>Other less material but contributing factors nonetheless to this underspend include:</p> <p>(c) Renewal Program Buildings - No Project Managers were on project between July 2022 and November 2022 which delayed delivery. Carried forward projects due for November 2023 completion.</p> <p>(d) Melton Recreation Reserve Pavilion (Construction) - Majority of work is scheduled to be completed during 2023-24.</p> <p>(e) Diggers Rest Community Pavilion & Oval No2 - delays in completion due to supply shortages and inclement weather.</p> <p>These underspends were partly offset by overspends against:</p> <p>(f) Taylors Hill Youth & Community Centre - Extension & Upgrade - actual costs came in slightly higher than originally anticipated.</p> <p>(g) Thornhill Park Children's and Community Centre - actual costs came in slightly higher than originally anticipated.</p>
2.	<p>The underspend against Fixtures, fittings and furniture is due to Expenditure being ad hoc, generally driven by the receipt of customer requests, reporting faults and the like. The determination of an asset management plan, condition audit and budget for corporate furniture renewal, is dependant on the formalised transfer of budget from Finance to Property Services.</p>
3.	<p>Actual expenditure against Roads ended the year lower than budget mainly due to:</p> <p>(a) Road Construction - Bridge Road, Cobblebank - Works commenced on site in June 2023. Latent adverse conditions encountered which resulted in delays.</p> <p>(b) Caroline Springs Boulevard / Rockbank Middle Rd Signals - works to commence in 2024.</p> <p>(c) Hume Drive Stage 2 - Calder Park Dr- Gourlay Rd - works to commence in 2024.</p> <p>(d) Roundabout - Mount Cottrell Rd & Greigs Rd, Strathtul - works to commence in 2024.</p> <p>(e) Brooklyn / Station Rd - Signalised Intersection / Pedestrian Crossing - This project is no longer active. The new project scope was approved as 'Brooklyn / Station Rd Roundabout Upgrade' with the budget allocation of \$450K for 2023-24.</p> <p>These were offset by a number of less material overspends, particularly for the 'Sealed Roads Renewal Program'.</p>
4.	<p>The underspend against Bridges is mainly due to the following projects:</p> <p>(a) Sinclairs Road, Deanside - Bridge Construction - The project design is completed and 'Dept. Energy, Environment and Climate Action (DEECA)' approval obtained. Waiting for 'Cultural Heritage Management Plans (CHMP)' approval without which service relocation can not occur.</p> <p>(b) Pedestrian Bridge - Hannah Watts Park, Melton - This is a design and build project - delays have been experienced engaging a suitable contractor and in gaining CHMP approval. Whilst sorting out CHMP requirements, Council is progressing to find a design consultant through RFQ process to undertake design work and going out to public tender for construction, only once the design is finalised.</p> <p>These were partly offset by an overspends against the 'Bridges Renewal Program'.</p>
5.	<p>Actual expenditure against Footpaths and Cycleways ended the year lower than budget mainly due to:</p> <p>(a) Delays in the 'Shared Path Construction Program' - design's are completed and went to tender in June.</p> <p>(b) Delays in the 'Annual Renewal Program' - works now rescheduled for 2023-24.</p>

Notes to the Financial Statements

For the year ended 30 June 2023

Note 2.1 Performance against budget (continued)

6.

The underspend against Drainage was mainly attributable to the 'Water Sensitive Urban Design Program'. The design work is complete and now requires CHMP approval before construction. There were also a number of prior year write offs in the 'Open Space Irrigation Systems' program.
7.

Recreational, leisure and community facilities was underspent against budget at the end of the year due to the following projects:

(a) Mt Atkinson East Sports Reserve, Mt Atkinson - This project is being delivered by the Developer (Stockland). Council's Planning Department is working with Developer to establish the s173 Agreement.

(b) Eynesbury Sporting Facility - This is a prior year project which has been written down during 2022-23.

(c) Melton Recreation Reserve, Netball, Tennis - Project was delayed, however expected to be fully delivered within 2023-24.

(d) Renewal Program Open Space Tennis/Netball Courts - last years carry forward of projects were not delivered. These are now expected to be delivered in 2023-24.

(e) Black Knight Way Park Revitalisation - Delays encountered related supply of native vegetation. Now planned to commence in October 2023.
8.

The overspend recorded at year end in 'Off Street Car Parks', is predominately due to the unbudgeted spend for 'Macpherson Park - Unsealed Car Park'. Notwithstanding the variance is based on the original budget, the revised budget was approved earlier in the year.
9.

Although almost half the Public Art budget was spent during 2022-23 it was later deemed non-capital in nature and expensed into the Income Statement.
10.

There was a marginal overspend in Kerb and Channel at the end of the year. This budget is predicated on historical trends as the nature of the expenditure is predominately ad-hoc.
11.

The underspend reported at the end of the year against 'Traffic Management Devices' is mainly attributable to delays in the following projects which are now at procurement stage and scheduled for completion in 2023-24:

(a) Claret Ash Boulevard

(b) Royal Crescent

(c) Road Safety Platform Gourlay Road

(e) Caroline Spring ESLS
12.

The 'Other Infrastructure' category ended the year with an underspend against budget primarily due to:

(a) Project delays associated with the 'MTC Revitalisation Grant Round 2-Active Transport' now scheduled for 2023-24.

(b) A number of expenses that had originally been incurred against this category were later deemed non-capital in nature and expensed into the Income Statement.

Notes to the Financial Statements

For the year ended 30 June 2023

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 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 Communtiy 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, Contract Management, Economic Development & Advocacy 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	Expenses	Surplus / (Deficit)	Grants included in income / revenue	Total assets
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
2023					
Office of CEO	2,033	13,857	(11,824)	—	—
Organisational Performance	575,072	17,067	558,005	29,719	639,649
City Life	18,857	40,847	(21,990)	14,100	108,258
City Delivery	44,781	145,561	(100,780)	13,259	3,668,443
City Futures	13,169	13,919	(750)	3,108	6,177
Total functions and activities	653,912	231,251	422,661	60,186	4,422,527
2022					
Office of CEO	1,288	11,962	(10,674)	—	—
Organisational Performance	439,804	15,516	424,288	24,689	532,960
City Life	19,732	37,514	(17,782)	11,834	72,654
City Delivery	22,901	126,663	(103,762)	16,360	3,019,280
City Futures	12,058	12,713	(655)	447	—
Total functions and activities	495,783	204,368	291,415	53,330	3,624,894

Notes to the Financial Statements

For the year ended 30 June 2023

Note 3. Funding for the delivery of our services

	2023 \$ '000	2022 \$ '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 2022/23 was \$48,087 billion (2021/22: \$40,543 billion).		
General rates	100,296	90,999
Municipal charge	11,955	10,711
Supplementary rates and rate adjustments	6,390	7,864
Interest on rates and charges	1,493	138
Commercial	6,686	6,289
Industrial	9,304	8,323
Rural	4,105	4,516
Garbage charge	22,472	19,500
Total rates and charges	162,701	148,340

The date of the general revaluation of land for rating purposes applied for rating purposes for the year commencing 1 July 2022 was 1 January 2022.

Annual rates and charges are recognised as revenues 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	3,616	2,234
Court recoveries	371	74
Land information certificates	223	251
Permits	6,094	6,000
Property information requests	1,470	1,509
Other	979	1,211
Total statutory fees and fines	12,753	11,279

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

Notes to the Financial Statements

For the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
3.3 User fees		
Aged and health services	424	367
Leisure centre and recreation	2,353	1,153
Child care/children's programs	399	474
Registration and other permits	441	581
Building services	733	861
Youth program fees	99	54
Subdivision fees	4,950	4,554
Other fees and charges	1,797	1,550
Total user fees	11,196	9,594
User fees by timing of revenue recognition		
User fees recognised over time	1,580	1,837
User fees recognised at a point in time	9,617	7,757
Total user fees	11,197	9,594

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.

Notes to the Financial Statements

For the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	36,160	33,704
State funded grants	24,026	19,626
Total grants received	60,186	53,330
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grant	29,222	24,606
Family day care	1,063	1,184
Other	3,134	3,558
Recurrent - State Government		
Aged care	655	381
Libraries	1,009	994
Children's services	5,321	290
Community support and development	1,236	809
Community health	263	12
Youth services	78	99
Other community	–	75
Other	739	570
Total recurrent operating grants	42,720	32,578
Non-recurrent - Commonwealth Government		
Other	26	10
Non-recurrent - State Government		
Community health	311	–
Family and children	346	61
Childrens services	69	–
Community support and development	389	1,353
Community safety	20	258
Environment	321	194
Family, youth and housing	361	630
Libraries	27	–
Parks & open space streetscapes	237	–
Sports and recreation	10	–
Other	1,484	3,421
Total non-recurrent operating grants	3,601	5,927
Total operating grants	46,321	38,505

Notes to the Financial Statements

For the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	994	2,568
Roads	29	10
Car Parks	–	1,063
Recurrent - State Government		
Other	23	23
Total recurrent capital grants	1,046	3,664
Non-recurrent - Commonwealth Government		
Buildings	–	23
Parks & Open Space Streetscapes	141	–
Car Parks	174	–
Sports & Recreation	66	–
Other	1,311	682
Non-recurrent - State Government		
Buildings	6,237	3,369
Sports & Recreation	2,026	7,087
Parks & Open Space Streetscapes	2,712	–
Foot Paths	5	–
Environment	6	–
Other	141	–
Total non-recurrent capital grants	12,819	11,161
Total capital grants	13,865	14,825

(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.

Notes to the Financial Statements

For the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	29,222	32,241
Other specific purpose grants	16,160	14,825
Specific purpose grants to acquire non-financial assets	2,676	6,264
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	12,126	–
	60,184	53,330

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

Operating

Balance at start of year	8,968	5,645
Received during the financial year and remained unspent at balance date	3,267	4,846
Received in prior years and spent during the financial year	(3,122)	(1,523)
Balance at year end	9,113	8,968

Capital

Balance at start of year	15,170	16,811
Received during the financial year and remained unspent at balance date	5,116	5,957
Received in prior years and spent during the financial year	(5,315)	(7,598)
Balance at year end	14,971	15,170

Unspent grants are determined and disclosed on a cash basis.

Notes to the Financial Statements

For the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
3.5 Contributions		
Monetary	79,668	74,089
Non-monetary contributions		
Non-monetary	304,619	178,308
Total contributions	384,287	252,397

Contributions of non monetary assets were received in relation to the following asset classes.

Land	56,858	54,640
Land under roads	29,459	13,211
Roads	94,031	34,909
Buildings	26	–
Footpaths	19,926	13,975
Drainage	58,859	39,925
Recreation	3,061	2,005
Kerb and channel	20,639	15,098
Traffic management	2,264	2,690
Bridges	16,551	–
Car parks	2,945	1,855
Total non-monetary contributions	304,619	178,308

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

Notes to the Financial Statements

For the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Land Held for Sale		
Proceeds of sale	12,826	23,781
Written down value of assets disposed	(5,390)	(7,424)
Total net gain/(loss) on disposal of land held for sale	7,436	16,357
Plant and equipment		
Proceeds of sale	39	411
Written down value of assets disposed	(401)	(228)
Total net gain/(loss) on disposal of plant and equipment	(362)	183
Buildings and Infrastructure Assets		
Written down value of assets disposed	(5,800)	(3,905)
Total net gain/(loss) on disposal of Infrastructure Assets	(5,800)	(3,905)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	1,274	12,635

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

3.7 Other income

Interest	17,295	2,539
Investment property rental	535	691
Festival sponsorship	200	6
Program revenue	431	337
Waste facility	2,239	2,014
Other	715	1,146
Total other income	21,415	6,733

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 4. The cost of delivering services

	2023 \$ '000	2022 \$ '000
4.1 Employee costs		
(a) Employee costs		
Wages and salaries	56,929	55,338
WorkCover	906	1,416
Casual staff	1,401	861
Superannuation	6,447	5,282
Fringe benefits tax	58	56
Other	1,084	919
Total employee costs	66,825	63,872

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	118	120
	118	120
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,038	2,582
Employer contributions - other funds	3,291	2,580
	6,329	5,162

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	50,174	37,100
General maintenance	13,383	9,456
Utilities	6,100	6,849
Information technology	4,181	1,294
Insurance	1,523	1,627
Consultants	529	302
Garbage collection and disposal	7,126	5,548
Contract labour	3,511	4,312
Administrative support	8,597	7,298
Program expenses	5,805	5,035
Professional fees	4,336	4,003
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	62	59
Auditors' remuneration - internal	76	87
Contributions and donations	612	506
Councillors allowances	432	411
Transport and vehicle operations	610	679
Other	4,371	3,603
Total materials and services	111,428	88,169

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

Notes to the Financial Statements

For the year ended 30 June 2023

Note 4. The cost of delivering services (continued)

	2023 \$ '000	2022 \$ '000
4.3 Depreciation		
Property		
Buildings - specialised	6,064	6,541
Buildings - non specialised	820	722
Total depreciation - property	6,884	7,263
Plant and equipment		
Plant machinery and equipment	84	181
Computers and telecomms	272	377
Library books	209	230
Total depreciation - plant and equipment	565	788
Infrastructure		
Roads	13,277	12,261
Bridges	1,570	1,480
Footpaths and cycleways	4,387	4,081
Drainage	8,930	5,528
Recreational, leisure and community	6,211	5,671
Off street car parks	579	537
Kerb and channel	5,009	4,691
Traffic management	2,270	2,131
Other infrastructure	75	83
Total depreciation - infrastructure	42,308	36,463
Total depreciation	49,757	44,514

Refer to note 5.2(c) and 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 2023

Note 5. Our financial position

	2023 \$ '000	2022 \$ '000
5.1 Financial assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	3	7
Cash at bank	6,320	5,235
Term deposits	17,078	11,962
Total current cash and cash equivalents	23,401	17,204
(b) Other financial assets		
Current		
Term deposits - current	309,000	288,510
Total current other financial assets	309,000	288,510
Non-current		
Term deposits - non-current	239,000	181,977
Total non-current other financial assets	239,000	181,977
Total current financial assets	332,401	305,714
Total non-current financial assets	239,000	181,977

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.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
(c) Trade & Other Receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	18,585	12,412
Infringement debtors	6,722	5,945
<i>Non-statutory receivables</i>		
Other debtors	39,992	7,660
<i>Provisions for doubtful debts</i>		
Provision for doubtful debts - other debtors	(414)	(256)
Provision for doubtful debts - infringements	(5,181)	(4,629)
Total current trade and other receivables	59,704	21,132
Total trade and other receivables	59,704	21,132

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

	2023 \$ '000	2022 \$ '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)	37,525	5,320
Past due by up to 30 days	1,354	1,588
Past due between 31 and 180 days	328	344
Past due between 181 and 365 days	785	408
Total trade and other receivables	39,992	7,660

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$413,000 (2022: \$256,100) were impaired. The amount of the provision raised against these debtors was \$413,000 (2022: \$256,100). 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	414	256
Total trade and other receivables	414	256

Notes to the Financial Statements

For the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
5.2 Non-financial assets		
(a) Inventories		
Current		
Land for interment purposes at cost	12	38
Total current inventories	12	38
Non-Current		
Land for interment purposes at cost	16	21
Total non-current inventories	16	21
Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.		
(b) Other assets		
Current		
Accrued income	26,388	28,181
Total current other assets	26,388	28,181
Prepayments		
Prepayments	461	462
Total current Prepayments	461	462
(c) Intangible assets		
Non-exclusive licences - Caroline Springs College Creekside Campus	68	142
Non-exclusive licences - Springside Children's and Community Centre	742	840
Non-exclusive licences - Kororoit Creek Early Learning Centre	1,240	1,395
Total intangible assets	2,050	2,377

Notes to the Financial Statements

For the year ended 30 June 2023

Note 5. Our financial position (continued)

	Non-exclusive licences			
	Caroline Springs College Creekside Campus	Springside Children's and Community Centre	Kororoit Creek Early Learning Centre	Total
	\$ '000	\$ '000	\$ '000	\$ '000
Gross Carrying Amount				
Balance at 1 July 2022	1,478	1,962	3,100	6,540
Balance at 30 June 2023	1,478	1,962	3,100	6,540
Accumulated amortisation and impairment				
Balance at 1 July 2022	1,336	1,122	1,705	4,163
Amortisation expense	74	98	155	327
Balance at 30 June 2023	1,410	1,220	1,860	4,490
Net book value at 30 June 2022	142	840	1,395	2,377
Net book value at 30 June 2023	68	742	1,240	2,050

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
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5.3 Payables, trust funds and deposits and unearned income/revenue

(a) Trade and other payables

Current

Non-statutory payables

Trade payables	26,489	28,788
Accrued expenses	23,939	19,085
Statutory - Fire services levy	759	734
Total current trade and other payables	51,187	48,607

(b) Trust funds and deposits

Current

Refundable deposits	14,165	24,078
Construction retention monies	116	114
Total current trust funds and deposits	14,281	24,192

Non-current

Refundable deposits	23,658	15,282
Other refundable deposits	131	140
Total non-current trust funds and deposits	23,789	15,422

(c) Unearned income/revenue

Current

Grants received in advance - operating	9,113	8,968
Grants received in advance - capital	14,971	15,170
Income received in advance - contracts with customers	1,580	1,837
Total current unearned income/revenue	25,664	25,975

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 are 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

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

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.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
5.4 Interest-bearing liabilities		
Current		
Borrowings - secured	2,607	2,502
Total current interest-bearing liabilities	2,607	2,502
Non-current		
Borrowings - secured	3,163	5,770
Total non-current interest-bearing liabilities	3,163	5,770
Total	5,770	8,272

Borrowings are secured by way of mortgages over the general rates of the Council.

a) The maturity profile for Council's borrowings is:

Not later than one year	2,607	2,502
Later than one year and not later than five years	3,163	5,770
	5,770	8,272

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

	Employee provisions \$ '000	Total \$ '000
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5.5 Provisions

2023

Balance at the beginning of the financial year	14,235	14,235
Additional provisions	2,033	2,033
Amounts used	(865)	(865)
Balance at the end of the financial year	15,403	15,403

Provisions

Provisions - current	13,608	13,608
Provisions - non-current	1,795	1,795
Total Provisions	15,403	15,403

2022

Balance at the beginning of the financial year	14,588	14,588
Additional provisions	924	924
Amounts used	(1,277)	(1,277)
Balance at the end of the financial year	14,235	14,235

Provisions

Provisions - current	12,784	12,784
Provisions - non-current	1,451	1,451
Total Provisions	14,235	14,235

Notes to the Financial Statements

For the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,970	3,705
Long service leave	957	885
	4,927	4,590
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,865	1,791
Long service leave	6,816	6,403
	8,681	8,194
Total current employee provisions	13,608	12,784
Non-Current		
Long service leave	1,795	1,451
Total Non-Current Employee Provisions	1,795	1,451
Aggregate Carrying Amount of Employee Provisions:		
Current	13,608	12,784
Non-current	1,795	1,451
Total Aggregate Carrying Amount of Employee Provisions	15,403	14,235

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	4.06%	3.69%
- index rate	4.35%	3.85%

Notes to the Financial Statements

For the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
5.6 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June 2023.		
Bank overdraft	1,800	1,800
Credit card facilities	200	200
Other facilities	5,770	8,272
Total Facilities	7,770	10,272
Used facilities	5,832	8,338
Unused facilities	1,938	1,934

Notes to the Financial Statements

For the year ended 30 June 2023

Note 5. Our financial position (continued)

5.7 Commitments

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
2023					
Operating					
Recycling facility operations	4,800	4,800	—	—	9,600
Garbage and recycling collection	10,300	5,000	8,500	—	23,800
Health/cleaning services	3,600	4,100	—	—	7,700
Parks maintenance services	12,685	12,993	49,190	19,601	94,469
Road maintenance	6,585	6,642	20,417	—	33,644
IT services	4,368	1,555	1,128	595	7,646
Recreation/Leisure services	2,670	2,930	9,300	3,400	18,300
Total	45,008	38,020	88,535	23,596	195,159
Capital					
Buildings	10,441	800	209	—	11,450
Roads	23,035	11,098	153	—	34,286
Recreational	6,068	241	—	—	6,309
Total	39,544	12,139	362	—	52,045
2022					
Operating					
Recycling facility operations	4,800	4,800	—	—	9,600
Garbage and recycling collection	10,150	8,000	17,500	—	35,650
Health/cleaning services	2,294	2,500	2,707	—	7,501
Parks maintenance services	13,663	13,729	41,582	13,993	82,967
Road maintenance	7,803	7,985	21,656	6,903	44,347
IT services	4,958	4,666	1,996	545	12,165
Recreation/Leisure services	59	70	130	—	259
Total	43,727	41,750	85,571	21,441	192,489
Capital					
Buildings	16,878	3,532	32	—	20,442
Roads	5,639	—	—	—	5,639
Recreational	4,324	412	—	—	4,736
Total	26,841	3,944	32	—	30,817

Notes to the Financial Statements

For the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023	2022
	\$ '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	808	932
Later than one year and not later than five years	3,570	3,892
	<u>4,378</u>	<u>4,824</u>

Note 6. Assets we manage

	2023	2022
	\$ '000	\$ '000

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

Current

Fair value of land	78	11
Total non current assets classified as held for sale	<u>78</u>	<u>11</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.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

	Carrying amount 30 June 2022 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Depreciation \$ '000	Disposal \$ '000	Write-off \$ '000	Transfers \$ '000	Carrying amount 30 June 2023 \$ '000
Summary of property, infrastructure, plant and equipment									
Property	982,718	—	86,343	74,645	(6,884)	(1,615)	—	16,737	1,151,944
Plant and equipment	1,905	869	—	—	(565)	(401)	—	—	1,808
Work in progress	80,385	54,463	—	—	—	—	—	(53,799)	81,049
Infrastructure	2,010,710	—	218,277	301,244	(42,308)	(4,834)	—	35,495	2,518,584
Total	<u>3,075,718</u>	<u>55,332</u>	<u>304,620</u>	<u>375,889</u>	<u>(49,757)</u>	<u>(6,850)</u>	<u>—</u>	<u>(1,567)</u>	<u>3,753,385</u>
Summary of Work in Progress									
Property					8,313	26,898	—	(18,154)	17,057
Infrastructure					72,072	27,565	—	(35,645)	63,992
Total					<u>80,385</u>	<u>54,463</u>	<u>—</u>	<u>(53,799)</u>	<u>81,049</u>

Notes to the Financial Statements

For the year ended 30 June 2023

Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Land under roads \$ '000	Total land and land improve-ments \$ '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 2022	557,986	90,546	130,251	778,783	293,346	30,770	324,116	8,313	8,313	1,111,212
Accumulated depreciation at 1 July 2022	-	-	-	-	(108,031)	(12,150)	(120,181)	-	-	(120,181)
	557,986	90,546	130,251	778,783	185,315	18,620	203,935	8,313	8,313	991,031
Movements in fair value										
Additions	-	-	-	-	-	-	-	26,898	26,898	26,898
Contributions	56,858	-	29,459	86,317	-	26	26	-	-	86,343
Revaluation	-	-	-	-	26,051	8,155	34,206	-	-	34,206
Disposal	(650)	-	-	(650)	(1,745)	-	(1,745)	-	-	(2,395)
Write-off	-	-	-	-	-	-	-	-	-	-
Transfers	(1,417)	-	-	(1,417)	18,083	71	18,154	(18,154)	(18,154)	(1,417)
	54,791	-	29,459	84,250	42,389	8,252	50,641	8,744	8,744	143,635
Movements in accumulated depreciation										
Depreciation and amortisation	-	-	-	-	(5,244)	(1,640)	(6,884)	-	-	(6,884)
Accumulated depreciation on revaluation	-	-	-	-	37,152	3,287	40,439	-	-	40,439
Accumulated depreciation of disposals	-	-	-	-	780	-	780	-	-	780
	-	-	-	-	32,688	1,647	34,335	-	-	34,335
At fair value 30 June 2023	612,777	90,546	159,710	863,033	335,735	39,022	374,757	17,057	17,057	1,254,847
Accumulated depreciation at 30 June 2023	-	-	-	-	(76,164)	(9,683)	(85,847)	-	-	(85,847)
Carrying amount	612,777	90,546	159,710	863,033	259,571	29,339	288,910	17,057	17,057	1,169,000

Notes to the Financial Statements

For the year ended 30 June 2023

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 2022	1,644	800	7,185	1,922	11,551
Accumulated depreciation at 1 July 2022	(1,453)	(800)	(6,794)	(599)	(9,646)
	191	-	391	1,323	1,905
Movements in fair value					
Additions	-	76	295	498	869
Disposal	(58)	-	-	(631)	(689)
	(58)	76	295	(133)	180
Movements in accumulated depreciation					
Depreciation and amortisation	(84)	-	(272)	(209)	(565)
Accumulated depreciation of disposals	51	-	-	237	288
	(33)	-	(272)	28	(277)
At fair value 30 June 2023	1,586	876	7,481	1,789	11,732
Accumulated depreciation at 30 June 2023	(1,486)	(800)	(7,067)	(571)	(9,924)
Carrying amount	100	76	414	1,218	1,808

Notes to the Financial Statements

For the year ended 30 June 2023

Note 6. Assets we manage (continued)

	Roads \$ '000	Bridges \$ '000	Foot- paths and cycle- ways \$ '000	Drainage \$ '000	Recrea- tional, leisure and comm- unity \$ '000	Off street car parks \$ '000	Kerb and channel \$ '000	Traffic manage- ment \$ '000	Other infra- structure \$ '000	Total \$ '000	Work in progress \$ '000	Total work in progress \$ '000	Total infra- structure \$ '000
At fair value 1 July 2022	1,033,237	95,677	242,011	550,826	106,336	38,567	289,360	101,126	2,874	2,460,014	72,072	72,072	2,532,086
Accumulated depreciation at 1 July 2022	(159,578)	(19,428)	(53,409)	(79,123)	(35,204)	(6,529)	(66,427)	(27,779)	(1,827)	(449,304)	-	-	(449,304)
	873,659	76,249	188,602	471,703	71,132	32,038	222,933	73,347	1,047	2,010,710	72,072	72,072	2,082,782
Movements in fair value													
Revaluation	-	-	27,674	322,393	8,747	-	-	10,727	-	369,541	-	-	369,541
Additions	-	-	-	-	-	-	-	-	-	-	27,565	27,565	27,565
Contributions	94,031	16,551	19,926	58,860	3,061	2,945	20,639	2,264	-	218,277	-	-	218,277
Transfers	14,482	496	2,348	1,145	6,515	6,333	897	3,279	-	35,495	(35,645)	(35,645)	(150)
Write-off	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposal	(5,151)	(548)	(330)	(5)	(1,912)	(62)	(179)	(243)	-	(8,430)	-	-	(8,430)
	103,362	16,499	49,618	382,393	16,411	9,216	21,357	16,027	-	614,883	(8,080)	(8,080)	606,803
Movements in accumulated depreciation													
Depreciation and amortisation	(13,277)	(1,570)	(4,387)	(8,930)	(6,211)	(579)	(5,009)	(2,270)	(75)	(42,308)	-	-	(42,308)
Accumulated depreciation of disposals	2,437	78	69	3	899	23	48	39	-	3,596	-	-	3,596
Accumulated depreciation on revaluation	-	-	(6,090)	(58,587)	(582)	-	-	(3,038)	-	(68,297)	-	-	(68,297)
	(10,840)	(1,492)	(10,408)	(67,514)	(5,894)	(556)	(4,961)	(5,269)	(75)	(107,009)	-	-	(107,009)
At fair value 30 June 2023	1,136,599	112,176	291,630	933,219	122,748	47,784	310,717	117,154	2,874	3,074,901	63,992	63,992	3,138,893
Accumulated depreciation at 30 June 2023	(170,418)	(20,920)	(63,818)	(146,637)	(41,099)	(7,086)	(71,388)	(33,048)	(1,902)	(556,316)	-	-	(556,316)
Carrying amount	966,181	91,256	227,812	786,582	81,649	40,698	239,329	84,106	972	2,518,585	63,992	63,992	2,582,577

Notes to the Financial Statements

For the year ended 30 June 2023

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.

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.

Asset recognition thresholds and depreciation periods

	Depreciation Period years	Threshold Limit \$ '000
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
Footpaths	10-61	10
Other	20-100	-
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.

Notes to the Financial Statements

For the year ended 30 June 2023

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 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.

Details of Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Non-specialised Land	–	–	90,546	Jun-22	full
Specialised land	–	–	612,777	Jun-22	full
Land Under Roads	–	–	159,710	Jun-16	full
Buildings	–	–	288,910	Jun-23	index
Total	–	–	1,151,943		

Valuation of Infrastructure

Valuation of infrastructure assets has been determined in accordance with an independent valuation undertaken by Infrastructure Management Group and Ray Hutchinson & Associates. The Park Active Areas component of Recreational Open Space Facilities class of assets were revalued as at 30 June 2022 as well as the Open Space Lighting Assets component of Transportation Open Space Facilities class of assets.

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 as at 30 June 2023 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Roads	–	–	966,181	Jun-19*	full
Bridges	–	–	91,256	Jun-19*	full
Footpaths and cycleways	–	–	227,812	Jun-23	index
Drainage	–	–	786,582	Jun-23	index
Recreational, leisure & community facilities	–	–	81,649	Jun-23	full
Off street car parks	–	–	40,698	Jun-19*	full
Traffic management	–	–	84,106	Jun-23	index
Other Infrastructure	–	–	972	Jun-23	index
Kerb and channel	–	–	239,329	Jun-19*	full
Total *	–	–	2,518,585		

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

Notes to the Financial Statements

For the year ended 30 June 2023

Note 6. Assets we manage (continued)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values 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 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 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.

Reconciliation of specialised land

	2023 \$ '000	2022 \$ '000
Specialised Land	612,777	557,986
Land Under Roads	159,710	130,251
Total specialised land	772,487	688,237

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.

Notes to the Financial Statements

For the year ended 30 June 2023

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 Lara Carli (Mayor from 2 November 2022)		
	Councillor Bob Turner		
	Councillor Steve Abboushi		
	Councillor Goran Kesic (Mayor to 1 November 2022)		
	Councillor Kathy Majdlik		
	Councillor Sophie Ramsey		
	Councillor Ashleigh Vandenberg		
	Councillor Julie Shannon		
	Councillor Moira Deeming (Councillor to 14 December 2022)		
	Councillor Justine Farrugia (Councillor from 9 February 2023)		
		2023	2022
		No.	No.
Total Number of Councillors		10	9
Chief Executive Officer	Roslyn Wai	1	3
Executive Director - Organisational Performance	Peter Leersen (from 8 August 2022)	1	—
Acting General Manager Corporate Services	Luke Shannon (from 1 July 2022 to 14 September 2022)	1	3
Executive Lead Strategic Initiatives	Luke Shannon (from 15 September 2022)	1	—
Director City Delivery	Neil Whiteside (from 23 January 2023)	1	—
Acting General Manager - Community Services	Troy Scoble (from 1 July 2022 to 27 November 2022)	1	4
Director City Life	Troy Scoble (from 28 November 2022)	1	—
Acting General Manager - Planning & Development	Sam Romazsko (from 1 July 2022 to 27 November 2022)	1	2
Director City Futures	Sam Romazsko (from 28 November 2022)	1	—
Executive Manager Corporate Strategy & Investments	Sean McManus (from 1 July 2022 to 23 March 2023)	1	3
Total Number of Key Management Personnel		20	24

Notes to the Financial Statements

For the year ended 30 June 2023

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.

	2023	2022
	\$ '000	\$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,280	2,390
Other long-term employee benefits	129	153
Post-employment benefits	175	192
Total	2,584	2,735

	2023	2022
	No.	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	—
\$30,000 - \$39,999	5	6
\$40,000 - \$49,999	—	1
\$50,000 - \$59,999	1	1
\$60,000 - \$69,999	1	—
\$80,000 - \$89,999	—	1
\$100,000 - \$109,999	1	—
\$180,000 - \$189,999	—	1
\$200,000 - \$209,999	—	4
\$210,000 - \$219,999	2	1
\$290,000 - \$299,999	5	—
\$230,000 - \$239,999	—	2
\$300,000 - \$309,999	1	3
\$310,000 - \$319,999	1	2
\$390,000 - \$399,999	1	—
\$400,000 - \$409,999	—	1
\$410,000 - \$419,999	—	1
	20	24

Notes to the Financial Statements

For the year ended 30 June 2023

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 \$160,000 and who report directly to a member of the KMP. *

Total remuneration of other senior staff was as follows:

	2023 \$ '000	2022 \$ '000
Short-term employee benefits	5,275	3,470
Other long-term employee benefits	82	334
Post-employment benefits	538	225
Total	5,895	4,029

The number of other senior staff are shown below in their relevant income bands:

	2023 No.	2022 No.
Income Range:		
\$151,000 - \$159,999	—	1
\$160,000 - \$169,999	1	1
\$170,000 - \$179,999	1	1
\$180,000 - \$189,999	6	6
\$190,000 - \$199,999	3	—
\$200,000 - \$209,999	8	9
\$210,000 - \$219,999	2	3
\$220,000 - \$229,999	4	1
\$230,000 - \$239,999	1	1
\$250,000 - \$259,999	2	—
\$260,000 - \$269,999	1	—
	29	23

	2023 \$ '000	2022 \$ '000
Total Remuneration for the reporting year for Senior Officers included above amounted to:	5,895	4,029

* Due to a definitional change the comparative figures in this note may not align with the previous year's annual report, which included disclosure of senior officers as defined in the Local Government Act 1989.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 7. People and relationships (continued)

	2023 \$ '000	2022 \$ '000
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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. All transactions are at arms-length.

Salaries paid to close family members of Key Management Personnel	—	—
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(b) Outstanding balances with related parties

There are no outstanding balances with related parties as at 30 June 2023 (2022: 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 (2022: Nil).

(d) Commitments to/from related parties

There are no commitments to or from related parties as at 30 June 2023 (2022: Nil).

Notes to the Financial Statements

For the year ended 30 June 2023

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.

Developer contributions to be received in respect of estates currently under development is expected to be in the range of \$310m to \$320m (2022: \$300m to \$320m).

(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). During the liability period, adjustment payments may be required (or received). The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria. If required, adjustments will occur at the 3-year and 6-year points during the liability period, and will affect participating members.

Notes to the Financial Statements

For the year ended 30 June 2023

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 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

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

Notes to the Financial Statements

For the year ended 30 June 2023

Note 8. Managing uncertainties (continued)

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 provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

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

To help reduce these risks Council:

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

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 disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 1.40% and - 2.40% in market interest rates (AUD) from year-end rates of 4.30%.

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

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

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

Notes to the Financial Statements

For the year ended 30 June 2023

Note 8. Managing uncertainties (continued)

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
Aerodromes	1 to 4 years
Other infrastructure	1 to 4 years

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

An assessment of land, roads, drainage and other infrastructure assets inclusive of kerb and channel was undertaken based on applicable indices to ensure that the carrying amounts approximated fair value. A full valuation of these assets is scheduled for 2023-24.

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.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 8. Managing uncertainties (continued)

8.5 Events occurring after balance date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may affect the operations of Melton City Council, the results of the operations or state of affairs of Melton City Council in future years.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Balance at end of reporting period \$ '000
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9.1 Reserves

(a) Asset revaluation reserves

2023

Property

Land - specialised	123,218	—	123,218
Land - non specialised	234,893	—	234,893
Buildings	7,789	63,201	70,990
Buildings - non specialised	—	11,442	11,442
	365,900	74,643	440,543

Infrastructure

Roads	518,407	—	518,407
Bridges	51,858	—	51,858
Footpaths and cycleways	—	21,584	21,584
Drainage	123,430	263,806	387,236
Recreational, leisure and community facilities	26,596	8,165	34,761
Traffic management	—	7,690	7,690
Other infrastructure	679	—	679
	720,970	301,245	1,022,215

Total asset revaluation reserves

1,086,870	375,888	1,462,758
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2022

Property

Land - specialised	—	123,218	123,218
Land - non specialised	226,355	8,538	234,893
Buildings	7,789	—	7,789
	234,144	131,756	365,900

Infrastructure

Roads	518,407	—	518,407
Bridges	51,858	—	51,858
Drainage	123,430	—	123,430
Recreational, leisure and community facilities	21,127	5,469	26,596
Traffic management	4,000	(4,000)	—
Other infrastructure	679	—	679
	719,501	1,469	720,970

Total asset revaluation reserves

953,645	133,225	1,086,870
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The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
(b) Other reserves				
2023				
Restricted reserves				
Street trees/drainage	956	43	–	999
Community infrastructure	237,993	130,479	(54,418)	314,054
Total restricted reserves	238,949	130,522	(54,418)	315,053
Discretionary reserves				
Perpetual maintenance	133	6	–	139
Defined benefit call	378	17	–	395
Infrastructure and strategic investment	103,592	19,405	(124)	122,873
Capital reserve	67,617	–	(26,584)	41,033
Total discretionary reserves	171,720	19,428	(26,708)	164,440
Total Other reserves	410,669	149,950	(81,126)	479,493
2022				
Restricted reserves				
Street trees/drainage	949	7	–	956
Community infrastructure	166,972	118,998	(47,977)	237,993
Total restricted reserves	167,921	119,005	(47,977)	238,949
Discretionary reserves				
Perpetual maintenance	132	1	–	133
Public art	59	–	(59)	–
Defined benefit call	375	3	–	378
Infrastructure and strategic investment	92,890	11,312	(610)	103,592
Capital reserve	–	67,617	–	67,617
Total discretionary reserves	93,456	78,933	(669)	171,720
Total Other reserves	261,377	197,938	(48,646)	410,669

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.

Defined benefit call

Provision for potential future funding call under the Defined Benefits Superannuation scheme.

Infrastructure and strategic investment

Notes to the Financial Statements

For the year ended 30 June 2023

Note 9. Other matters (continued)

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.

	2023 \$ '000	2022 \$ '000
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9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

Surplus/(deficit) for the year	422,661	291,415
Depreciation/amortisation	50,605	45,515
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(1,274)	(12,635)
Fair value adjustments for investment property	(100)	(1,475)
Contributions - Non-monetary assets	(304,619)	(178,308)
Amounts disclosed in financing activities	303	439
Revaluation decrements of IPP&E direct to P&L	–	6,078
Adjustments for unearned grants	–	(34,499)

Change in assets and liabilities:

(Increase)/decrease in trade and other receivables	(38,572)	1,674
(Increase)/decrease in inventories	31	34
(Increase)/decrease in prepayments	1	(167)
Increase/(decrease) in accrued income	1,793	(11,545)
Increase/(decrease) in trade and other payables	2,580	28,963
Increase/(decrease) in provisions	1,168	(352)
(Decrease)/increase in other liabilities	(1,544)	12,321
Increase/(decrease) in Unearned income /revenue	(311)	3,089
Net cash provided by/(used in) operating activities	132,722	150,547

9.3 Superannuation

Council makes all 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 2023, this was 10.5% as required under Superannuation Guarantee (SG) legislation (2022: 10.0%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 9. Other matters (continued)

Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation is currently underway for the Defined Benefit category which is expected to be completed by 31 December 2023. Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022). The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.8% pa.

As at 30 June 2022, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.5% pa
Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter
Price inflation (CPI) 3.00% pa.

Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022). Vision Super has advised that the estimated VBI at June 2023 was 104.1%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2022 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2022 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2023, this rate was 10.5% of members' salaries (10.0% in 2021/22). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2022 interim valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2022 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for

Notes to the Financial Statements

For the year ended 30 June 2023

Note 9. Other matters (continued)

each intervening year. An interim investigation was conducted as at 30 June 2022 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2022 (Interim) \$m	2021 (Interim) \$m
- A VBI Surplus	45.7	214.7
- A total service liability surplus	105.8	270.3
- A discounted accrued benefits surplus	112.9	285.2

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2022.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2022.

The discounted accrued benefits surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2022.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

Scheme	Type of scheme	Rate	2023 \$ '000	2022 \$ '000
Vision Super	Defined benefits	10.5% (2022:10.0%)	118	120
Vision Super	Accumulation fund	10.5% (2022:10.0%)	3,038	2,582

In addition to the above contributions, Council has paid no unfunded liability payments to Vision Super during the 2022/23 year (2021/22 nil).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2023. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$189,131.

Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2022-23 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))

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 with-drawals.

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.

